

Committees: Corporate Projects Board Planning and Transportation Committee <i>[for decision]</i> Projects Sub Committee <i>[for decision]</i>	Dates: 31 March 2021 13 April 2021 14 April 2021
Subject: City Streets: Transportation Response to Support Covid-19 Recovery (Phase 1 and 2) Unique Project Identifier: 12217	Gateway 6: Outcome Report
Report of: Director of the Built Environment Report Author: Leah Coburn – City Transportation	For Decision
PUBLIC	

Summary

1. Status update	<p>RAG Status: Amber (Amber at last report to Committee)</p> <p>Risk Status: Medium (Medium at last report to committee)</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Final Outturn Cost:</p> <p>Total Estimated Cost of Project (excluding risk): £1-2M <i>Phase 1 - £116,500</i> <i>Phase 2 - £932,244</i> <i>Phase 3 - £568,500 (to be closed at a future date)</i></p> <p>1.1 Since July 2020 a large number of streets in the City have had temporary changes made to their operation and layout in response to the Covid-19 pandemic.</p> <p>1.2 Phases 1 and 2 of this programme implemented temporary traffic management measures on City streets to provide safer spaces for people walking and cycling, to help facilitate social distancing and to support businesses and City workers in their return to work.</p>
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| | <p>1.3 Since the initial rollout over July and August 2020, a number of changes have been made to the various interventions in response to feedback from businesses and individuals. This has included amendments, changes in restrictions and total removal in some locations.</p> <p>1.4 These temporary measures were implemented using Temporary Traffic Orders (TTRO's) using powers amended by the Government in light of the Covid 19 pandemic.</p> <p>1.5 It is expected that measures to support walking and cycling will still be required in the medium term to provide space for people walking and cycling as they return to the office.</p> <p>1.6 Government guidance on the Traffic Management Act 2004: Network Management Response to Covid 19 sets out the uses of these powers to support ensure pedestrians have the additional space they require and to support active travel (with consequential benefits to health and resilience) The guidance also considers that Authorities should monitor and evaluate any temporary measures that they install with a view to making them permanent, and embedding a long-term shift to active travel as we move from restart to recovery.</p> <p>1.7 Many of the proposals were based on outcomes identified in the Transport Strategy and support the Corporations approach to providing space for people walking and cycling.</p> <p>1.8 The guidance emphasises the need to consider access for blue badge holders (for parking, pick up and drop off) and for access by taxis. There is also an emphasis on undertaking effective consultation with affected parties. Before taking any decisions about retaining these measures longer term (such as by considering promoting the restrictions through Experimental Traffic Orders (ETOs) or permanent traffic orders) we would need to carry out further engagement with stakeholders, evaluate the impact on our Network Management Duties to secure convenient, safe and expeditious use of the road network and ensure that any adverse equalities implications (eg for people needing vehicular access due to mobility difficulties) are justified and proportionate. This may also</p> |
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mean that future proposals include changes to the layout or restrictions of some of these measures or that they are no longer recommended to be retained.

- 1.9 It is therefore recommended to close Phases 1 and 2 of this Covid-19 Transportation response project and move proposals for potential retention of measures currently on street into existing and new Transportation and Public Realm programmes.. The further assessments and engagement exercises set out above would then be completed and reported as part of those projects or programmes.
- 1.10 If these measures are considered beneficial to be retained the intention would be to take various programme reports to Streets and Walkways Committee for Gateway 3/4 approval to propose transferring the measures into Experimental Traffic Orders with associated monitoring strategies and public consultation processes as required.
- 1.11 The remaining measures will be removed. Having regard to our Network Management duties it is proposed to cease and remove those measures which we believe may impact unnecessarily on the safe and expeditious movement of the traffic once the return to the office begins over Spring. Details of the measures to be removed or retained are provided in Appendix 2.
- 1.12 The project primarily consists of on-street changes to provide additional space for walking and cycling. These changes 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)
- 1.13 The changes were initially laid out using temporary materials such as barriers. Over the Autumn, the majority of these have been replaced with 'temporary plus' materials using plastic wands and bolt down kerbs. Several adjustments to layouts have also been made in response to feedback received. On

some streets, interventions have also been removed or not installed as they are longer considered necessary given the current volumes of people in the City. All of these changes were reported to Committees in various Update and Issues Reports.

- 1.14 The project also included a “School Street” outside Charterhouse Square School. The scheme, using an Experimental Traffic Order, closes a section of Charterhouse Square to motor vehicles at the start and end of the school day, reducing road danger and supporting children walking and cycling to and from school. A Gateway 5 report – authority to start work and to seek formal agreement from the London Borough of Islington was approved by the Streets and Walkways Sub-Committee in December 2020. With the London Borough of Islington’s agreement signed and completed the scheme has been programmed to be delivered at the start of the new school term. The outcomes of this experiment will be reported back to Streets and Walkways Committees.
- 1.15 As part of the Phase 3 Covid-19 recovery works approved in July 2020 (Planning & Transportation Committee), it was agreed up to 50 parking spaces in carparks, up to 81 parking bays on-street and up to 65 other locations on underutilised carriageways and pavements space would be converted to experimental cycle and dockless vehicle parking to accommodate the expected increase in people cycling to the City during the Covid-19 recovery period.
- 1.16 Following internal consultation and design stages to evaluate revenue, safety and strategic risks and benefits associated with reallocation, approximately 450 additional temporary cycle parking and 150 temporary dockless vehicle parking spaces were taken forward and implemented in November 2020.
- 1.17 When this programme was first approved, the intention was to report back to December Committees on the outcome of the monitoring of the interventions. It was anticipated that the need for social distancing would be reduced or no longer required towards the end of 2020. December would have therefore been an appropriate time to review whether to retain some of the temporary measures on a permanent or experimental basis.

	<p>1.18 A report to Committees in January 2021 agreed to retain the measures on street pending this further report to be brought to Committees in March or April. Some of the measures will now be removed and decisions on the timings for this will be taken by the Bronze Officer group which is chaired by the interim Director of Transportation and Public Realm.</p> <p>1.19 The transition of the Phase 1 and 2 interventions into other Transportation projects and programmes will occur over the next few months.</p> <p>1.20 This programme also delivered some outdoor seating and greening interventions to provide outdoor spaces for safe social interaction. This formed Phase 3 of the Programme which was funded separately, and for which a future Gateway 6 report will be brought forward in due course.</p>
<p>2. Next steps and requested decisions</p>	<p>2.1 Requested Decisions:</p> <p>a) Agree that the Covid-19 Phase 1 and 2 transport measures set out in Table 1 in Appendix 2 will be removed after this report is approved. Timings for this will be determined by the Transport and Public Realm Covid-19 Bronze Group in consultation with the Chair of the Planning and Transportation Committee and the Chairman and Deputy Chairman of the Streets and Walkways Sub Committee.</p> <p>b) Agree that Covid-19 transportation measures set out in Table 2 in Appendix 2 remain on street (for the short term under the existing temporary traffic orders)</p> <p>c) Note that these interventions will move into existing or new programmes (as set out in Table 2 Appendix 2) within the next few months. Within these programmes further assessment of measures for retention is proposed to be undertaken through Spring and early Summer and an assessment of whether these should be retained longer term and promoted through Experimental Traffic Orders is proposed to be reported to Streets and Walkways Sub Committee for approval.</p> <p>d) To retain the temporary cycle parking spaces for continued use for cycle parking, dockless bikes and e-</p>

	<p>scooters until May 2022, as a minimum, for the reasons set out in the report paragraphs 4.5 to 4.6 below.</p> <p>e) To note that a future report will be taken to Planning and Transportation Committee by May 2022, seeking permission to make the cycle and e-scooter parking places permanent or remove as appropriate.</p> <p>d) Agree that Phase 1 and 2 of this project can be closed. Final finances as set out in Tables 1 and 2 will be verified and closed. Costs associated with the removal of the measures should recommendation (a) be approved are expected to be and will covered by local risk budgets. No further costs will be incurred following the closure of Phases 1 and 2 of this project.</p> <p>e) Note the lessons learnt in Appendix 3.</p>
<p>3. Key conclusions</p>	<p>3.1 The Phase 1 and 2 measures were delivered on time using temporary barriers and signage. There were some delays to the transitioning into the 'temporary plus' measures with some of these only being delivered recently due to supply chain issues. The impact of this delay has been minimised however given the Government's continual message to work from home where possible which has limited the number of people in the City.</p> <p>3.2 Delivery of cycle parking was intended to be for the beginning of September 2020 with the anticipated return to offices. There were a number of internal delays on finalising locations due to conflicts with potential events at preferred locations and use of staff to work on more urgent measures. Implementation of the on-street locations took place in November 2020.</p> <p>3.3 The primary objectives of the Covid-19 Transportation Response were set out in the May 2020 report as:</p> <p>a. Residents, workers and visitors are safe and feel comfortable travelling into and within the Square Mile, particularly when travelling on foot, by cycle and on public transport.</p> <p>b. City businesses are supported in their Covid-19 recovery and the City remains an attractive location for business.</p>

	<p>c. We will also aim to ensure that the experience of walking, cycling and spending time on the City's streets post Covid-19 is better than what came before; recognising that the unprecedented challenges and disruption caused by Covid-19 require delivery of some elements of the Transport Strategy quicker than originally planned.</p> <p>3.4 In May when the Gateway 1/2 was approved it was anticipated that a large-scale return to the office would be occurring over the Summer months and that significant space would be needed on street to enable social distancing for people walking and cycling as capacity on public transport would be diminished.</p> <p>3.5 We had also anticipated that with an almost usual volume of people coming into the City we would be able to gather useful feedback on the measures from a range of street users. Our expectation was that traffic levels would also return to usual, and we would be able to gauge the impact of the changes on the wider highway network.</p> <p>3.6 Throughout the rest of 2020 and early 2021 London and the rest of the United Kingdom was subjected to a series of national lockdowns and localised tier restrictions. This had the impact of limiting the number of people returning to work in the City with the highest level of workers reaching an estimated 25%. While this figure is very low, we have recorded comparatively high levels of cycling.</p> <p>3.7 Given the ongoing prospect of incremental increases in people returning to work, the comparatively high cycle use, and the statutory guidance¹ concerning ongoing need for new space and active travel in the "new world", it was not considered effective or efficient to consider removal or suspension of the measures over the past months, notwithstanding the numbers of people returning to work being significantly lower than anticipated when the measures were initially authorised</p> <p>3.8 Moving these interventions into other programmes will enable us to consider retaining these interventions for people walking and cycling, subject to consideration of responses following a fuller period of monitoring and consultation.</p>
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¹ Traffic management Act 2004:network management in response to Covid-19 updated 25 February 2021

	<p><u>Main learning and recommendations on improvement</u></p> <p>3.9 This was a challenging project to deliver both due to the many unknowns related to project scope and the very short time frame. We have never delivered a project of this scale so quickly before, with everyone also working remotely. It was the first time that we have used temporary materials on this scale, and we used a number of new materials when the changes were made semi-permanent.</p> <p>3.10 We have had to be reactive in terms of dealing with complaints and with other third party works such as Transport for London's Bishopsgate and London Bridge Streetspace changes.</p> <p>3.11 A full lessons learnt report is attached at Appendix 3.</p> <p>3.12 New smart objectives will be set out in the individual programmes for the retained street changes.</p>
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Main Report

Design & Delivery Review

<p>4 Design into delivery</p>	<p><u>Highways Layout Changes</u></p> <p>4.1 Because of the circumstances of the pandemic requiring home working, and the pace of delivery required, a lot of the design work for the interventions relied on OS base mapping which has low level accuracy. A lot of changes and adjustments needed to be made on site in response to local conditions that did not align with the client's original design objective. The changes were initially made in temporary materials (barriers and signage) to enable changes to be made where necessary.</p> <p>4.2 These interventions were then transitioned into 'Temporary Plus' materials such as wands, and bus boarders. This was to reduce short to medium term maintenance costs, to look more fitting in the City context and to be easier for street users to understand.</p> <p>4.3 This was the first time that these materials had been used in the City and the costs and delivery timeframe were unknown. We did experience some procurement issues for the stick</p>
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down kerbs for the bus boarders as the demand for these had grown exponentially given all other Local Authorities were trying to deliver similar measures.

Cycle Parking

4.4 Locations for fixed and dockless cycle parking were identified based on likely requirement to support more cycling, likely locations for higher demand and suitable safe locations to install temporary cycle parking. It was noted that in some locations there would be an impact on loss of parking income. The (on-carriageway) cycle parking was therefore introduced under an experimental traffic order exercising powers under Section 9 of the Road Traffic Regulation Act 1984. Approved under delegation by 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 in September 2020.

4.5 The City is participating in TfL's pan-London rental e-scooter trial commencing in Spring 2021 as supported by Planning and Transportation Committee. [14.07.2020]. To facilitate E-Scooters in the City designated parking areas would be provided. It is therefore proposed that the (on-carriageway) dockless cycle hire bays introduced as part of the COVID 19 response are modified to allow mixed use enabling dockless cycles and e-scooters hire parking. As a result the current experimental traffic order would be restarted to accommodate the change.

4.6 It is therefore recommended that Members approve the retention of all the temporary spaces and the proposed changes to allow E-Scooters to park in (on-carriageway) dockless cycle hire bays under an experimental traffic order for a minimum of six months and a maximum of 11 months before deciding whether to make the experimental changes permanent or revert the street back to its original layout.

4.7 The process of reviewing and deciding whether to make any changes permanent will be moved into business as usual activities within the City Transportation team.

Charterhouse School Street

	<p>4.8 The main purpose of School Street scheme is to reduce road danger and to support children walking and cycling to and from school. As this aim would also be beneficial the school community in the long term, an Experimental Traffic Order, has been used to deliver the scheme. This would allow it to be made permanent if, following a period of monitoring and feedback, it is found to be successful. To ensure the greatest level of compliance, advance signage and CCTV enforcement cameras have been incorporated in the design.</p>
<p>5 Options appraisal</p>	<p>5.1 There were a number of workshops between Highways, Transportation and Public Realm to identify which streets required changes at the outset of the project. This was a data led exercise which considered pedestrian flows, pavement widths, cycling demand and connections to destination, retail and transport hubs.</p> <p>5.2 The on-street changes were designed to be flexible and adaptable. Since they have been in place, we have made a number of changes and removed some elements. These changes were reported back to Committees throughout the year.</p>
<p>6 Procurement route</p>	<p>6.1 The highways changes were designed and supervised by the Highways team. For highways works these were procured and delivered using the City Corporation's term contractor – JB Riney.</p>
<p>7 Skills base</p>	<p>7.1 The project management, design and monitoring work was all undertaken by officers in Transportation, Highways, City Public Realm and Open Spaces.</p> <p>7.2 Given the short time frame from concept to delivery, and the unique nature of the project, we drew in resources from a number of teams and from many officers. Although this meant that a range of skills were bought together, in hindsight the number of people involved meant that the project was less efficiently run than other similar sized Transportation projects. This is covered in more detail in Section 18.</p>
<p>8 Stakeholders</p>	<p>8.1 We liaised regularly with our neighbouring Boroughs and Transport for London, given we were all looking to implement complementary projects at the same time.</p> <p>8.2 Engaging with affected stakeholders was challenging given the Covid-19 related lockdowns and restrictions. We utilised our established communication channels to</p>

ensure the widest level of awareness for any changes to City streets. This included using CPAT, CPA and BIDs/partnerships to ensure our business community was engaged and via resident groups and transport modal groups. We met regularly with the taxi and private hire industry to outline the proposals and to make their drivers aware of the changes.

- 8.3 We also used press and social media to ensure a wider reach out to other street users.

Feedback on Highways Changes

- 8.4 Emergency legislation came into force on 23 May 2020 which enabled local authorities to speed up making emergency Traffic Orders that may be needed to, for example, widen pavements or install cycle lanes. We followed this process and also set up an online public consultation portal for people to provide feedback on individual street changes.

- 8.5 The feedback from this was limited due to the low number of people moving through and within the City over the past 9 months.

- 8.6 Feedback from the public on the transport recovery measures continues to be obtained through an online map-based platform. Respondents can provide feedback on streets where temporary changes have been implemented by answering questions on how well specific measures for each street are working. Respondents can also state if they would support any measures being retained long term.

- 8.7 As of 16 March 2021, 430 respondents had left feedback on the platform for at least one street. The average respondent provides feedback for seven streets. The low response rate is reflective of the lower than anticipated return of workers to the City as a result of Covid-19 restrictions.

- 8.8 Just under one quarter (101) of respondents who provided feedback stated that they live in the City, while 88% (378) stated they usually work in the City. This shows that there is an imbalance in the sample compared to the pre-pandemic daytime population of the City.

	<p>8.9 The most selected form of travel (both to/from and around the City) was walking, selected by 44% of respondents (190). This is closely followed by taxi or private hire vehicle driver (41% of respondents – 175 responses). Rail or underground (39% or 167 of respondents) and taxi or private hire vehicle passenger (31% or 133 of respondents) were the next largest choice for form of travel. Cyclists have made up 18% of all respondents (79). Respondents were able to select multiple modes of travel.</p> <p>8.10 The consultation portal was set up to allow a detailed feedback on each of the interventions. This means that respondents can comment on an individual element of a scheme or comment on several, or all the interventions, as they wish. This approach is best suited to analysis of a particular scheme. However, given the relatively low response to date and the fact that the consultation is still underway, a more strategic approach to analysis has been undertaken. This provides an overview of the general ‘feeling’ of the responses to date.</p> <p>8.11 Based on responses to the question ‘Would you support any of these measures being retained long term?’:</p> <ul style="list-style-type: none"> ○ 82% of responses said ‘No’, ○ 14% said ‘Yes’, and ○ 4% said ‘Yes, with changes’. <p>8.12 It should be noted that this question is asked in relation to each individual change within each scheme, so there could be five changes in a location and the respondent could say yes or no to one or all of those five changes. The above percentages show an aggregate position of all these individual responses.</p> <p>8.13 Respondents were asked to provide qualitative feedback in three free text questions, the most popular points are summarised below.</p> <p>8.14 Detail on what is working well:</p> <ul style="list-style-type: none"> ● Environment ● Pedestrian space ● Reduced pollution <p>8.15 Detail on what is not working well:</p> <ul style="list-style-type: none"> ● Increased traffic & congestion
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	<ul style="list-style-type: none"> • Access • Increased pollution <p>8.16 Although the measures have been in place for nine months, the number of City workers and visitors able to experience the interventions and provide feedback has been limited.</p> <p>8.17 For most of this time, workers have been told by the Government to ‘work from home if you can do so’. This guidance has been adhered to as the volume of people traveling into the City has not been greater than 25% of the pre-pandemic levels. ‘Higher’ volumes generally occur Tuesday to Thursday. Currently, across the City vehicle volumes are at 40-50% of their pre-pandemic levels, whilst pedestrians are at only 10%. This is considered to be the main reason why vehicular modes are over-represented in the consultation response rates.</p> <p>8.18 The majority of stakeholders who it was anticipated would gain greatest benefit from the measures, namely City workers moving around the City on foot, have not returned in the numbers anticipated when the measures were approved and those benefits have not therefore been as fully experienced as was initially expected.</p> <p>8.19 We have had responses from some businesses that their ability to service and receive deliveries to their businesses has been made more difficult by the walking and cycling measures. In many cases we have been able to adapt these on street or provide information about routing and timed closures.</p> <p>8.20 With a number of businesses not being open yet, it is also difficult to understand fully the impact of the interventions on them and their workers and visitors. While it is expected that some businesses may find servicing and deliveries impacted by some of the interventions, we also expect that their workers and visitors may have positive experiences for journeys to and from work, particularly if they walk or cycle all or some of their journey.</p> <p>8.21 If a decision is taken by future Committees to retain any of these measures for the longer term under ETOs (subject to further assessments) then this will enable engagement and a higher level of consultation responses alongside a wider assessment of monitoring.</p>
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	<p><u>Feedback on cycle space use:</u></p> <p>8.22 The use of temporary cycle and dockless vehicle parking will be monitored in June and September 2021 with a view to making these spaces permanent if these spaces are used at similar rates to our existing permanent cycle parking (as utilisation will depend on the rate of the return to offices). Otherwise, these spaces will be kept under review to take into account cycle parking demand and manage the impact on vehicle parking and associated reduction in parking income. A report will come to committee with recommendations after a 12-month period at the latest.</p> <p>8.23 Should the pan-London rental e-scooter trial extend beyond its anticipated 12-month duration it may be necessary to retain reallocated spaces for longer. Officers will bring a report to this Committee prior to May 2022 to update on the progress of the trial and make further recommendations for retaining or reverting dockless vehicle parking spaces as needed.</p> <p>8.24 Officers will keep all cycle and scooter parking spaces under open review based on usage data collected through periodic monitoring and will bring a report to Members at an earlier date in the event these spaces become significantly under- or oversubscribed.</p>
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Variation Review

<p>9 Assessment of project against key milestones</p>	<p>9.1 The initial rollout of highway measures using temporary barriers, cones and signs was delivered on time in June and July 2020. The transition into Temporary Plus materials followed on from this and for streets where wands only were deployed these changes were made by the end of November. Streets which required bus boarders (build outs of footways with stick on kerbs) were delayed due to availability of materials and issues with bus stop suspensions. Given the further local Covid-19 restrictions, and national lockdown, the late delivery of these elements does not appear to have resulted in any issues for street users.</p> <p>9.2 Delivery of cycle parking was intended to be for the beginning of September 2020 with the anticipated return to offices. There were internal delays on finalising locations due to conflict with anticipated events at preferred locations and use</p>
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	<p>of staff to work on more urgent measures. Implementation of the on-street locations took place in November 2020. A total of 276 spaces with cycle hoops and 147 dockless spaces were installed on-street. It is recommended that these are retained for a minimum of a further 6 months, as we are anticipating a return to the office and wish to accommodate greater numbers of cyclists.</p> <p>9.3 Delivery of the School Street scheme took much longer than originally envisaged, mostly due to the extended timescale to obtain agreement from the London Borough of Islington but also due to the Covid-19 national lockdown affecting data collection. This added over 6 months of delay.</p>
<p>10 Assessment of project against Scope</p>	<p>10.1 It was difficult to have a clear scope and programme for this project given the uncertainty around the impact of the pandemic in May when the project was initiated. Given this we had designed the on-street changes to be flexible and able to be altered or removed at short notice.</p> <p>10.2 A number of measures have been rationalised or removed and we are now proposing that the bulk of the existing measures are retained and taken forward as experimental traffic orders via other Transportation and Public Realm projects and programmes.</p>
<p>11 Risks and issues</p>	<p>11.1 The majority of the risks were associated with obtaining third party approvals and supply of materials given every London borough was trying to deliver similar projects in the same timeframe. Our initial phases of approvals and delivery of the changes in temporary materials was met. This was due to good working relationships and regular meetings we already have with Transport for London and neighbouring boroughs. The supply of barriers and signs were quickly procured by our term contractor JB Riney and implemented on site.</p> <p>11.2 There were delays to the supply of some of the temporary plus materials of scan kerbs for bus stop build outs. Because of the continued national and local lockdown restrictions this didn't transition into an issue.</p>
<p>12 Transition to BAU</p>	<p>12.1 At the commencement of the project it was highlighted that the temporary measures might provide an opportunity to accelerate delivery of the Transport Strategy. We are now</p>

	<p>proposing that a number of these are retained as experimental traffic orders under other projects.</p> <p>12.2 Highways have developed a process for utilities companies to follow where measures such as the bolt down wands need to be removed and reinstated. A similar approach is being taken for events and this will be detailed in the future relevant programme reports.</p> <p>12.3 We are monitoring the issues related to maintaining these new material and whether it is appropriate to consider adding them to the City's Public Realm Manual (for temporary use only)</p>
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Value Review

13 Budget	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;"><i>Estimated Outturn Cost (G2)</i></td> <td>Estimated cost (including risk): £1,048,744 Estimated cost (excluding risk):£1,026,149</td> </tr> </table>			<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £1,048,744 Estimated cost (excluding risk):£1,026,149
	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £1,048,744 Estimated cost (excluding risk):£1,026,149			
	Table 1: Spend to Date - City Streets COVID-19 Recovery Ph 1&2 - 16800431				
	Description	Approved Budget (£)	Expenditure (£)	Balance (£)	
Env Servs Staff Costs	95,317	95,316	1		
Legal Staff Costs	4,800	4,426	374		
P&T Staff Costs	283,330	283,329	1		
P&T Fees	55,051	55,051	0		
Env Servs Works	610,246	588,027	22,219		
TOTAL	1,048,744	1,026,149	22,595		
Table 2: Spend to Date - City Streets COVID-19 Recovery Charterhouse School Street - 16800439					
Description	Approved Budget (£)	Expenditure (£)	Balance (£)		

Legal Staff Costs	2,500	473	2,027
P&T Staff Costs	6,300	29,398	(23,098)
Camera Fees	13,045	13,045	-
P&T Fees	8,000	2,820	5,180
Enforcement Cameras	23,200	23,200	-
Env Servs Works	5,155	5,097	58
TOTAL	58,200	74,033	(15,833)

	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
<i>Fees</i>	<i>£116,000</i>	<i>£ 55,015</i>
<i>Staff Costs (P&T</i>	<i>£ 113,500</i>	<i>£283,329</i>
<i>Staff Costs (Highways)</i>	<i>£ 63,500</i>	<i>£95,316</i>
<i>Staff Costs (Legal)</i>		<i>£4,426</i>
<i>Works</i>	<i>£755,744</i>	<i>£58,027</i>
<i>Total</i>	<i>£1,048,744</i>	<i>£1,026,149</i>

- 13.1 Phase 1 & 2 of the project were funded by the Department for Transport grant (Emergency Active Travel fund) - £100K, and the balance by Transport for London Streetspace Programme (LSP) £926,149.
- 13.2 There is a significant change in allocation of staff costs and construction (works) costs compared to that estimated at Gateway 5. The Covid-19 Phases 1 and 2 workstream is unique, in that at the start of the project scope and timeframes were unknown. We made the best estimate of what type of interventions we would be putting out on street and the extent of those works and how long they would need to be in place.
- 13.3 Initially the intention was to deliver these in temporary materials (barriers, cones, signage). Some of the initial assumptions were that people would be returning to work in the Summer, in the same or close to the same volumes, but with social distancing requirements still being in place.

	<p>13.4 Given new ways of working, and using materials such as wands for the first time, some of our assumption and estimates from May were incorreced. We expended less cost on temporary-plus materials that estimated but considerable more staff time resulting from amending layouts and responding to queries from street users.</p> <p>13.5 And increase in the length of time of the project being on street resulted in additional staff costs from additional committee reports being required, increased communication tasks being undertaken, and working remotely was less efficient that office working particularly around deployment of materials.</p> <p>13.6 This increase in staff costs and reduction in budgets for works has been reported to Committee since June but we have been waiting for the final invoices for the works to be submitted to determine the amount of underspend on the works allowing the relocation of funding to staff costs. A budget adjustment was processed in February once all final costs were known.</p> <p>13.7 No additional costs will be incurred once this report is approved. Any costs associated with removal of measures from Table 1, Appendix 2, will be paid for from local risk budgets. All other costs will be met by the individual programmes.</p> <p>13.8 Removal of all temporary cycle and dockless parking spaces is estimated to be approximately £4,000.</p> <p>13.9 Note that the implications of the continued use of the reallocated bays for on-street cycle parking may be the possible reduction of up to £275,590 of parking income being transferred to the Parking Reserve Account. This is on the basis of the temporary cycle parking being in place for 12 months assuming normal levels of parking activity and that parking is not simply displaced to other City parking bays.</p> <p>Please confirm whether or not the Final Account for this project has been verified. No</p>
14 Investment	N/A
15 Assessment of project	

<p>against SMART objectives</p>	<p>The following Aims and Objectives were set out in the Gateway 2 report</p> <p><u>Aims</u></p> <p>The City Corporation's transport response will focus on achieving two main aims:</p> <ol style="list-style-type: none"> a. Residents, workers and visitors are safe and feel comfortable travelling into and within the Square Mile, particularly when travelling on foot, by cycle and on public transport. b. City businesses are supported in their Covid-19 recovery and the City remains an attractive location for business. <ul style="list-style-type: none"> • Aim to ensure that the experience of walking, cycling and spending time on the City's streets post Covid-19 is better than what came before; recognising that the unprecedented challenges and disruption caused by Covid-19 require delivery of some elements of the Transport Strategy quicker than originally planned. <p><u>Short-term objectives</u></p> <ul style="list-style-type: none"> • 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. <p>Because of the nature of the project, and the challenges in obtaining detailed data and monitoring information it has not be possible to assess this in a quantitative way. However initial feedback from</p>
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	<p>businesses and BIDS has been positive, and if the proposal to consider progressing with many of the interventions longer term then extensive consultation and data collection will be undertaken and reported back to relevant Committees.</p>
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Lessons Learned and Recommendations

<p>16 Positive reflections</p>	<p>16.1 The project has delivered some really positive changes to our streets to support people walking and cycling. The deployment of the temporary plus materials was a first for the City and has demonstrate how we can make changes relatively quickly and easily using these types of materials and this learning will be taken forward into other projects.</p> <p>16.2 The decision making around what streets required changes was also a good example of collaborative working across teams and departments. The Transport Strategy provided a good basis on where changes for people walking and cycling needed to be made which shortened the decision-making process. The Bronze meetings held every Friday were an opportunity for officers from a range of teams to meet and review the project and take decision decisions collectively.</p> <p>16.3 Working with Transport for London and neighbouring Boroughs was really positive and we coordinated our various proposals.</p>
<p>17 Improvement reflections</p>	<p>17.1 Because of the pace of delivery required for this project a large number of officers were involved and the pace of delivery was quick. Although this was mostly a positive experience, there were challenges with communicating changes in design to officers responsible to deploying the materials on the ground. A clearer process and chain of communication would have been beneficial. Officers were also working on this project alongside their existing programmes of work which were already challenging. If we were to deliver a project like this again, we would recommend pulling together a core project team and putting some other schemes on hold.</p>

	<p>17.2 The designs were undertaken largely on OS Mapping which didn't always accurately reflect the situation on the ground.</p> <p>17.3 We didn't have a clear process for updating plans for when changes were made on site by contractors or others. Consequently it was challenging to know what exactly was on the street at particular times. This problem was exasperated due to the majority of officers involved all working from home and the lack of detailed information on which to base the design. If we were to deliver any similar project a design update process and decision recording process would be initiated. Alongside this we would be quicker at pulling together plans showing the changes for external consultation with stakeholders.</p>
18 Sharing best practice	<p>We held a lessons learnt session with officers that were involved in the project which is detailed at Appendix 3.</p> <p>Officers are also attending a London Boroughs conference on Covid-19 response programmes to share best practise.</p>
19 AOB	N/A.

Appendices

Appendix 1	Plan showing measures to be removed and retained
Appendix 2	List of measures to be removed and to be retained
Appendix 3	Lessons learnt session outputs

Contact

Report Author	Leah Coburn
Email Address	Leah.coburn@cityoflondon.gov.uk
Telephone Number	0207 332 1567