

Committee(s)	Dated:
Streets & Walkways Sub Committee	29 th April 2021
City of London Transport Strategy - Review 2022	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 9, 11, 12.
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£25k
What is the source of Funding?	TfL - LIP/Local Risk
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: Acting Director, Department of the Built Environment	For Decision
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Summary

This report sets out the context and recommended approach for a review of the 25-year City of London Transport Strategy. The Transport Strategy was adopted in May 2019. We have committed to reviewing the Strategy every three years.

We have undertaken an initial review of evidence to identify issues for the Strategy review. This includes 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.

We anticipate changes in travel and working patterns, with the need to work from home over the last year accelerating trends towards flexible and hybrid working. We also anticipate a substantial return to City offices and that the City will continue to grow.

This analysis, together with the recommendations of the Recovery Taskforce, indicates 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. We are proposing a review and update of the Transport Strategy rather than a wholesale revision, and that 2044 remains the end year for the Strategy.

We will test this approach and identify any changes to the Transport Strategy's 54 proposals through further analysis and engagement with stakeholders, including residents, workers and visitors.

An update on the findings of the workshops, surveys and engagement will be reported in October 2021. The draft of the changes to the Transport Strategy will be submitted to Committee for approval in December 2021. Subject to approval,

consultation on the changes will take place between January and February 2022. The final revised Strategy will be submitted for adoption in spring 2022.

A three year costed Delivery Plan will be submitted with the revised Transport Strategy.

Recommendation(s)

Members are asked to:

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

Main Report

Background

- 1) The City of London Transport Strategy sets the 25-year framework for future investment in, and management of, the Square Mile's streets and for improvements to transport connections. The development of the Transport Strategy was informed by extensive engagement with City workers, residents, businesses and other organisations with an interest in transport in the Square Mile.
- 2) The Transport Strategy was adopted in May 2019. At that time members asked that it be reviewed every three years. This also aligns with the Mayor for London's Transport Strategy (MTS), which is on a three year cycle for funding and target setting. Transport policy and projects delivered by the City Corporation are required to support delivery of the MTS.
- 3) The City Plan 2036 is currently being consulted on in line with formal timetable for revision and adoption. The public consultation will run until 7 May before being submitted to the Secretary of State for Housing, Communities and Local Government to appoint an independent planning inspector with the final City Plan 2036 expected to be adopted in early 2022. The Transport Strategy review timetable will allow any issues arising from this process to be reflected in updated proposals.

Current Position

- 4) The development of the Transport Strategy was informed by extensive engagement and consultation with City workers, residents, businesses and other organisations with an interest in transport in the Square Mile. Feedback from engagement on the Climate Action Strategy and Recovery Taskforce suggests the issues and priorities identified through earlier engagement remain valid.

- 5) We have also carried out an initial evidence review, this includes:
- a) Scenario Planning: We commissioned WSP to carry out a scenario planning exercise in Autumn 2020. This considered potential changes to working patterns, demand for certain land uses in the City, and people's travel choices. The report considers the extent to which the pandemic has provided an opportunity to accelerate and 'lock in' positive changes, decelerate and delay the pursuit of certain outcomes or altered the nature of potential outcomes. Overall, the report suggests a continuation of the approach set out in the Transport Strategy and identifies actions for accelerating the delivery of proposals. A copy of the report is provided in Appendix 1.
 - b) Recovery Taskforce: The Recovery Task Force has identified a number of priorities actions to ensure the Square Mile is the world's most innovative, inclusive and sustainable business ecosystem, an attractive place to work, live and visit. These include ensuring the City's streets and public spaces are attractive places to spend time; and accelerating plans to rebalance vehicle use, prioritise walking, enable cycling, improve air quality and provide more public space.
 - c) Central Activity Zone Economic Futures Research: The Greater London Authority (GLA) commissioned research on the economic future of the Central Activity Zone, which includes the City. This research considered the impact of the Covid-19 restrictions and future vulnerabilities and opportunities. The report's conclusions included the need for a high-quality office, retail and leisure offer and for and high quality public space.
 - d) Return to work surveys: A number of commercial and public organisations, including Transport for London, the Bank of England and the City Corporation, to assess anticipated work and travel behaviour in both the immediate return to work and medium-term future.
- 6) Conclusions and working assumptions from analysis to date are:
- The City and central London will return as key destinations for work, culture and leisure.
 - There will be a 'flight to quality' for office space and an expectation of high quality streets and public realm.
 - By 2022 there will be a substantial return to the office with more flexible and agile working. At least 60% of people are likely to be in the office on a typical day.
 - Public transport will remain the main way that people travel to and from the Square Mile, with continued growth in cycling (and potentially e-scooters)
 - Walking will remain the main way that people travel within the Square Mile, and issues of crowding and comfort still need to be addressed.

Strategic context

- 7) The Transport Strategy review will provide an opportunity to further align the Transport Strategy with the Climate Action Strategy (CAS), which was adopted in

October 2020. The CAS includes Transport Strategy proposals and actions which lead to a reduction in carbon emissions from transport and support resilience.

- 8) The City Local Plan is currently being consulted on in line with formal timetable for revision and adoption. The City Plan 2036 is expected to be adopted in early 2022. The Transport Strategy review timetable will allow any issues arising from this process to be reflected.
- 9) The next iteration of the City Corporation's Local Implementation Plan (LIP) will be developed alongside the Transport Strategy once guidance is clarified from TfL. The current LIP period comes to an end in March 2022. We are currently awaiting further guidance from the Transport for London. This is not anticipated to be received before the May Mayoral elections.
- 10) Further forecasting of the network capacity across London has been undertaken by TfL and will inform the review of the Strategy.

Proposed approach.

- 11) Given the working assumptions set out above we believe that the Transport Strategy Vision, Aims and Outcomes (Appendix 2) remain relevant and do not need to change. With that in mind a review and update of the Transport Strategy rather than a wholesale revision is proposed, with 2044 remaining the end year for the Strategy.
- 12) A comprehensive review of Transport Strategy proposals will identify amendments and consider the need for additional proposals. The programme of delivery may be recommended for change against some proposals. Targets and key performance indicators will also be reviewed. This review will be informed by further analysis of travel, work and land use patterns and trends and stakeholder and public engagement.
- 13) Engagement and consultation activities will include:
 - Stakeholder meetings and workshops
 - Public survey (online, May/June 2021)
 - Focus groups
 - Consultation on revisions to Transport Strategy (January/February 2022)

Governance

- 14) The governance arrangements are summarised in Appendix 3. It is proposed to follow a similar approach to that taken in the development of the Transport Strategy.
- 15) We are intending to report to the Streets & Walkways Sub-Committee while conducting the review and updating the Transport Strategy. Previously this role was carried out by the Local Plan Sub-Committee. The change in reporting reflects the nature of the review and the existing timetable for meetings.

- 16) The draft revised Transport Strategy will be presented to the Planning & Transportation Committee prior to consultation. The final Strategy will be presented to the Planning & Transportation and Policy & Resources Committee for adoption.

Programme and reporting schedule

- 17) An overview of the review programme is provided in Appendix 4. An update on the findings of the analysis and engagement will be reported to Streets & Walkways in October 2021. The draft of the changes to the Transport Strategy will be submitted to this Committee and the Planning & Transportation Committee for approval in December 2021. Subject to approval, consultation on the changes to the Strategy will take place between January and February 2022.
- 18) The final revised Strategy will be submitted for adoption by the Planning & Transportation and Policy & Resources Committee in spring 2022.

Corporate & Strategic Implications

Strategic implications

- 19) 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.
- 20) Delivery of the Transport Strategy also helps mitigate corporate risks CR20 – Road Safety and CR21 – Air Quality.
- 21) The Transport Strategy is required to demonstrate how it supports the Mayor's Transport Strategy, which is done through submission of the Local Implementation Plan (LIP).

Financial implications

- 22) A costed 3-year Delivery Plan will be provided alongside the updated Transport Strategy.
- 23) Data collection, engagement and consultation costs associated with the review will be funded through local risk budget and TfL - LIP funding.

Resource implications

- 24) 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

- 25) 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

- 26) 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

- 27) 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

- 28) Following initial research and analysis the Transport Strategy Vision, Aims and Outcomes are considered still relevant. It is therefore recommended that the review focuses on amendments and additions to the Transport Strategy proposals. The next steps for this review are to undertake further research and analysis and stakeholder and public engagement to identify potential changes and any new issues and priorities that need to be addressed.

Appendices:

- Appendix 1: WSP Scenario Planning Report
- Appendix 2 Transport Strategy Vision, Aims and Outcomes
- Appendix 3 Governance Structure
- Appendix 4 Programme

Background papers:

- City of London Transport Strategy (<https://www.cityoflondon.gov.uk/assets/Services-Environment/city-of-london-transport-strategy.pdf>)
- Central Activity Zone Economic Futures Research: The Greater London Authority (GLA) (https://www.london.gov.uk/sites/default/files/future_of_the_central_activities_zone.pdf)

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COVID-19 Effects on the City of London's Built Environment – Final Report



January 2021



	Draft 1			Final		
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1. INTRODUCTION

WSP have been appointed by the City of London Corporation to undertake scenario development to consider the potential implications of the COVID-19 pandemic on the Square Mile's built environment; focusing on identifying impacts on the City Corporation's Transport Strategy. Particular consideration has been given to the medium to long-term effects of COVID-19 on travel and working patterns which could require a change in strategic approach to the design and management of the built environment.

Purpose of the Report

This short report presents the findings of "Task 1-4", as defined by the City Corporation, undertaken between October-December 2020.

The report outlines the scenario development approach, provides a summary of key findings from the Task 1 desktop review of key trends post-COVID 19 and analysis of three workshop outputs in the context of City of London Corporation strategies. The original outputs from the three workshops and the Task 1 desktop review are provided in the Supporting Documents, available upon request.

2. OUR APPROACH

The approach developed to address the four tasks initially outlined by the City of London involved:

Task 1: A high-level desktop review to identify potential trends in work and travel patterns for the City for London and central London, and the likely impacts of these trends.

The Task 1 working paper, summarised in Chapter Three and available in the Supporting Documents, provides a high-level summary of:

- Evidential findings from a desktop review of the current situation in the City of London
- The trends and trajectories driving changes in the Square Mile
- What the potential impacts of these changes may be in the context of established policy and strategy frameworks.

The work was undertaken to set the scene for scenario development and planning to consider the COVID-19 pandemic and the potential short, medium and long-term impacts on the Square Mile's built environment.

Potential impacts and opportunities of trends and trajectories affecting the City of London were considered in the context of:



Task 2: Workshop facilitation: Scenario Development & City Corporation's Scenario Response

Task 2 aimed to facilitate two workshops with the City of London Corporation in order to aid the development and discussion of four contrasting and thought-provoking future scenarios. Task 2 had three key elements:

1. City Corporation Scenario Input Workshop (workshop 1)

The first of the two Task 2 workshops occurred on Friday 20th November, with approximately 20 people in attendance from the City Corporation and WSP. Attendees were from a diverse range of departments within the City Corporation (from Planning & Policy to Environmental Enhancement teams) to ensure workshop input was varied.

The aim of the workshop was to understand what attendees consider to be the long to medium term impacts of COVID-19 on the City of London's built environment and ultimately map the key drivers of change so to inform the development of tailored future scenarios. The approach involved:

- A brief presentation to set the scene and display the evidential findings from Task 1
- Attendees were asked to undertake a PESTLE analysis to identify the political, economic, societal, technological, legislative and environmental drivers shaping the future policies in the City of London.
- Key drivers of change & influence were then mapped by attendees on an importance and uncertainty matrix according to their importance in relation to policies that impact the built environment in the City and how certain the outcome of each one is.
- Participants then voted on the drivers of change they considered to be most important in each PESTLE category, with regards to their impact on the future built environment in the City.
- Finally, participants had a discussion to agree on the underlying assumptions regarding the future COVID-19 situation in the medium (3-5 years) to long term (5+ years) that would form the baseline of the scenarios. These were agreed to be:

- There will be an effective vaccination programme in place
- Developed treatment for COVID-19 will have improved survival rates
- Social distance measures will be eased but may be different in different places

Outputs from Workshop 1 can be found in the Supporting Documents.

2. Scenario Development

Following Workshop 1, the outputs were collated and used to draw together four contrasting scenarios, each deliberately distinct from each other and ambitious in their aspirations. Specifically, the drivers of change that participants identified as the most important in each of the PESTLE categories were used to identify scenario 'levers' (as shown in Table 1). Note: legislative drivers were not included in the 'levers'. Low and high extremes were broadly defined for each lever (i.e. driver of change) so that these could be flexed to form a series of scenarios.

Table 1 Scenario Development 'Levers'

PESTLE	Lever	Lower Extreme (0)	Higher Extreme (10)
Social	Working from home	Ubiquitous traditional working patterns that limits worker flexibility (e.g. 9-5 for office workers).	Ubiquitous working from home that gives worker complete flexibility to work when and where suits their needs.
Economic	Change of building use	No change to existing City building use	Radical change to City building use
Technological	Data driven decision-making	No change to the decision-making process	Digitally connected city enabling data driven decision making
Environmental	Air quality focus	No change to pre-covid air quality levels as reversion to use of polluting vehicles offsets sustainable mode shift benefits	Radical air quality improvements from polluting vehicle restrictions, meaning sustainable modes dominate.
Political	Levelling up agenda	Maintaining of City position on national / international stage	Erosion of City position on national / international stage

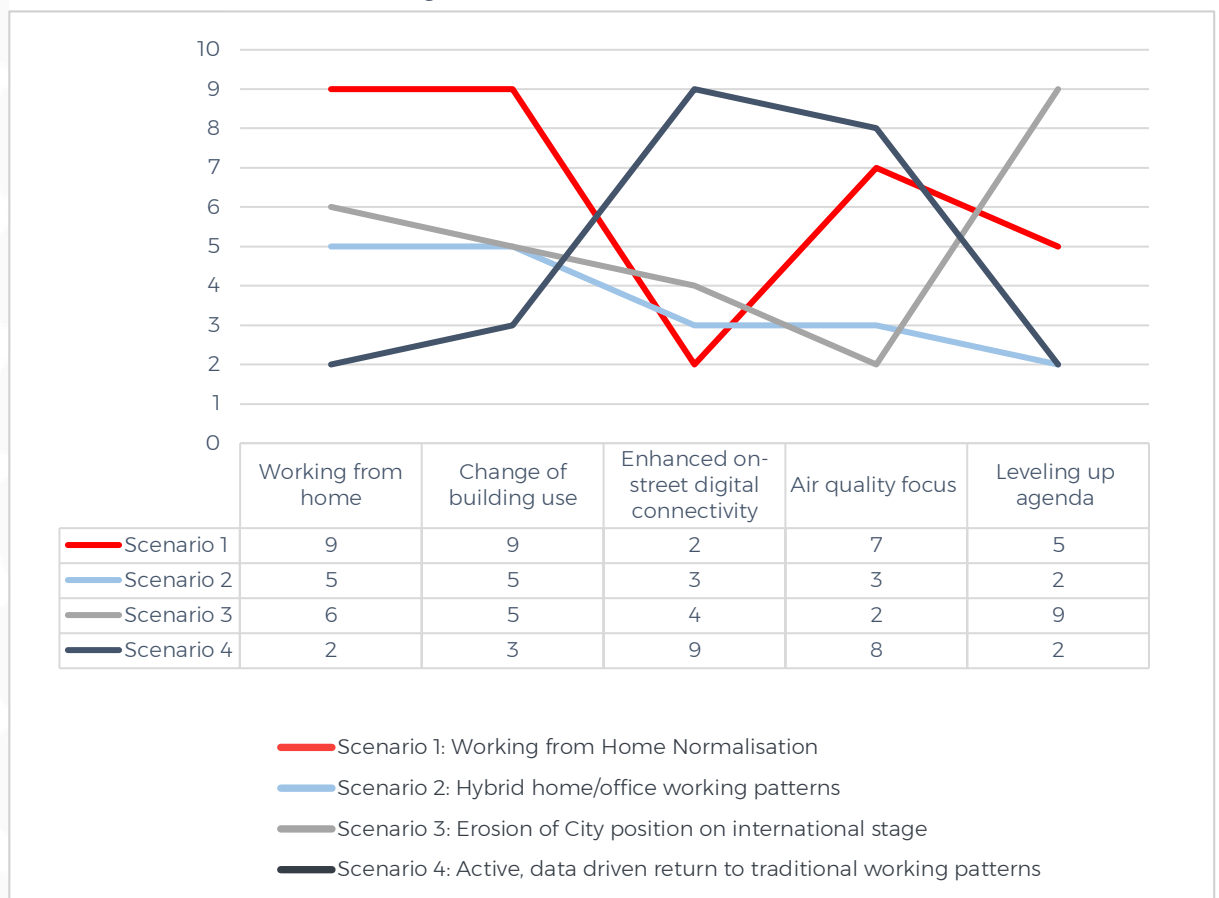
Using the 'levers' defined Table 1, a series of four scenarios were developed based on differing intensities of each 'lever':

- Scenario 1: Working from Home Normalisation
 - Work from home becomes the predominant way of working
 - Significant impacts on building use resulting in land use changes (e.g. office space becomes retail, residential or leisure space)
 - New form and function for the City
- Scenario 2: Hybrid home/office working patterns
 - More flexible work and travel patterns require office space to cater for both individual & collaborative working, as well as social space
 - Results in increased demand for office space
 - Reduced travel peaks & less crowded conditions on the UG and Rail make it difficult to shift people to active modes
- Scenario 3: Erosion of City position on international stage
 - Less political prioritisation of the City in national and regional policy

- Focus on levelling up the UK erodes the preeminent position of the City
- Potential change to the City's core purpose & activities impacting working patterns
- Scenario 4: Active, data driven return to traditional working patterns
 - Pressures to return to 9-5 office working models that maintain property values
 - Enhanced on-street digital connectivity to facilitate prioritisation of active modes
 - Data-driven decision making ensures efficient and flexible use of the built environment

Figure 1 illustrates the numerical values applied to each scenario:

Figure 1- Future Covid-19 Scenarios



Each scenario was supported by a dashboard outlining a summary of the future vision, associated trend data, scenario levers, the hypothesised shape and scale of movements and potential outcomes for people and places in the City of London. The scenario dashboards can be found in **Appendix A**.

3. City Corporation's Scenario Response Workshop (Workshop 2)

The second of the two Task 2 workshops occurred on Friday 4th December, with approximately 20 people in attendance from the City Corporation and WSP (mostly the same participants from Workshop 1).

The aim of the second workshop was to understand the City Corporation's response to potential future scenarios in the medium-long term as a result of COVID-19 and the workshop involved:

- A brief presentation to recap what had been done in Workshop 1, explain how the outputs of Workshop 1 were utilised to develop four scenarios and provide a synopsis of the four scenarios using the scenario dashboards that would provide the basis of Workshop 2.
- Attendees were asked to undertake a SWOT analysis for each of the four scenarios to identify the potential strengths, weaknesses, opportunities and threats.
- Participant were then asked to identify broad City Corporation interventions needed for each scenario

Outputs from Workshop 2 can be found in the Supporting Documents.

Task 3: External Workshop Facilitation: External View of City Corporation's Scenario Response

Task 3 involved the facilitation of a third and final workshop. The workshop was effectively a repeat of Workshop 2 but with a different audience, comprising mostly of the Transport Strategy Board and DBE Users Panel.

The workshop was prefaced with a short introduction outlining the purpose of the project, a summary of work undertaken so far and the workshop's context in the wider project. Other than the introduction the approach was exactly the same as outlined in Workshop 2.

Outputs from Workshop 3 can be found in the Supporting Documents.

Task 4: A short report capturing the key findings of the desktop exercise and outputs from the workshops.

This report is Task 4.

3. KEY FINDINGS FROM TASK 1 DESKTOP REPORT

This section provides a summary of how COVID-19 has affected London and the City of London and the potential impacts of future trends as outlined in the Task 1 report (available in the Support Documents). It should be noted that this work was undertaken in October 2020 and therefore only includes insights and data up to this point.

How has COVID-19 affected the City of London?

Employment patterns in the City of London has been directly impacted upon by the COVID-19 pandemic, with the rapid move towards remote working and economic uncertainty having a significant effect on sectors in the Square Mile:

Industries and Office Occupancy

The City of London is resident to mostly white-collar professions with 70% of workers employed in high-skilled jobs, which were resilient to the pandemic thanks to their ability to mostly resume operations working from home.¹ However, this has greatly affected office occupancy rates in the Square Mile. As a result, some big companies that have long leases on space are looking to sublet it out.²

Businesses which have kept their office open have new demands of office space due to social distancing measures, requiring less hot-desking and more space per employee.

Retail & Hospitality

Retail and hospitality businesses located in the City have faced a triple hit to their customer base, with only a small resident population, a large reduction in commuters and visitor numbers being slashed. At its worst in late March, footfall was down to 89% of normal levels, recovering to only 69% by the start of September.³

Coronavirus Job Retention Scheme

Data from HMRC shows that the City of London was affected much less than the rest of the UK by the furlough measures put in place by the UK Government. Across Westminster and City of London, 26% of employees were furloughed, making it the lowest in the country. This was mostly due to the resident industries.⁴

Business Impact

Reporting shows that at least 143 companies either dissolved or liquidated in August 2020 and there were only 38 start-ups in the City of London, the joint lowest since the 2008 financial crash (the average usually being 82). London SMEs are particularly vulnerable in the sectors which are suffering.⁵

Travel Demand

- Car Use: DfT data shows that all modes of transport saw a decrease in use across London; car use dropped to 22% in April. In the City, as of October vehicle volumes were still 45% less than 2019 averages.⁶
- Public Transport: Public transport patronage has been the most affected and remains at lower levels in London; the Tube was running at around 35% of normal levels and buses at around 57% in October 2020.⁷ In the City specifically, public

¹ ONS, Business Register and Employment Survey, 2018 (2019 release);

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/businessregisterandemploymentsurveybr> esprovisionalresults/2018

² City of London, CPAT Survey of businesses before and after being told to work at home, 11 Sep - 1 Oct 2020, received 30 Oct 2020.

³ Financial Times, Cities count cost of lasting exodus from offices, <https://www.ft.com/content/d5b45dba-14dc-443b-8a8c-e9e9bbc3fb9a>

⁴ HMRC, Coronavirus Job Retention Scheme statistics: October 2020, <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-october-2020>

⁵ Simply Business, Survey: the impact of coronavirus on UK small business, <https://www.simplybusiness.co.uk/knowledge/articles/2020/05/new-coronavirus-survey-69-billion-cost-for-small-businesses/>

⁶ City of London, Transportation Covid-recovery counts - Vehicular Traffic - October 2020

⁷ DfT, Covid-19 Transport use, <https://www.gov.uk/government/statistics/transport-use-during-the-coronavirus-covid-19-pandemic>

transport usage was recorded to be even lower, with tube station entries in October 2020 recorded to be at only 21% of pre-Covid levels.⁸

- Active Travel: DfT data on rates of cycling in London since mid-March have been on average 150% of baseline levels and rates on some days have been in excess of 300%.⁹ In the City, October 2020 traffic counts revealed that over a 24hr weekday period, the volume of cyclists was at 92% of pre-pandemic levels.. In the context of a substantial reduction in overall movements, this volume is significant.¹⁰
- Overall Movements: City data from October 2020, shows how the total volume of people in the city had flattened across the profile of a typical weekday, with less prominent peaks; potentially a result of workers in sectors that cannot work remotely (e.g. construction) continuing to travel into the City whilst other sectors continue with flexible working arrangements.¹¹

COVID-19 City Streets¹²

The City has developed a package of measures to facilitate social distancing by providing extra space to help ensure the gradual and safe return of people who live, work and visit. These include:

- Changes to 35 streets to facilitate active travel and the managed use of public transport
- Additional seating and green areas to support F&B businesses and create an attractive environment
- 700 temporary cycle spaces

Air Quality

There have been significant improvements in air quality following the large reduction in traffic due to COVID-19. In just a few weeks, nitrogen dioxide levels dropped by 35% in the City of London compared to the average reading in January 2020.¹³

Potential Future Impact of COVID-19?

Workers

- A shift away from full time office-based working

A September survey of businesses in the City of London, highlighted that respondents are expecting an increasing shift away from full time office-based working once the pandemic ends.¹⁴ Workers instead may continue to work remotely from home or local shared spaces, potentially from an enlarged commuter catchment or more regularly combine with extended staycations. Shifts however are likely to be sector specific.

Businesses

- Active planning to reduce daily travel peaks but also needs to extend to combat weekly peaks

City of London survey results suggest that active planning by businesses is being undertaken to reduce rush hour travel peaks, enabling workers to work more flexibly. Management challenges around office attendance and capacity may continue. once pandemic restrictions are eased.¹⁵

- Continued public transport concern

⁸ City of London, Tube Station Entries – October 2020

⁹ Department for Transport, Passenger Transport by Mode (TSGB0101), <https://www.gov.uk/government/statistical-data-sets/tsgb01-modal-comparisons>

¹⁰ City of London, Transportation Covid-recovery counts – Vehicular Traffic – October 2020

¹¹ City of London, O2 People Movement Data, October 2020

¹² City of London, Covid-19 City Streets, <https://www.cityoflondon.gov.uk/assets/Services-Environment/covid-19-city-streets-explaining-the-changes.pdf>

¹³ London.gov, Air quality press release, <https://www.london.gov.uk/press-releases/assembly/covid-19-lockdown-and-its-impact-on-air-quality>

¹⁴ City of London, CPAT Survey of businesses before and after being told to work at home, 11 Sep - 1 Oct 2020, received 30 Oct 2020.

¹⁵ City of London, CPAT Survey of businesses before and after being told to work at home, 11 Sep - 1 Oct 2020, received 30 Oct 2020.

The September City of London survey also highlighted that 4 in 5 (83%) workers cite travel on public transport as their most important concern when returning to work.¹⁶ Although it may change over time, workers may not rely on public transport at peak hours as much after pandemic restrictions are reduced and in turn find other ways of making their journeys.

- Changes to office space design and the way in which it is used

Shifts away from full time office working is likely to impact how office space for office-based businesses in the City is designed and the way in which they use the space. There may be new challenges in designing for different groups and attendance levels and a focus on flexibility.¹⁷

Residents

- Enhanced sense of community

In the presence of a virus that does not discriminate and the resulting pandemic restrictions, people in the UK have been forced to spend more time in their local areas. As a result, it has been reported that 76% of people in London thought they were doing more things to help other people in their community since the pandemic.¹⁸

- Escape to the country?

According to the London Assembly Housing Committee August survey, one in seven Londoners (14%) want to leave the city as a result of the pandemic.¹⁹ If this exodus materialises in the City, it could have a substantial impact on the already small resident population.

Visitors

- UK Staycationers avoiding cities

Despite a 236% increase in online searches for 'staycation' compared to 2019, UK holiday makers chose to avoid city breaks in the midst of pandemic uncertainty due to worries of overcrowded spaces.²⁰ If concerns linger relating to visits to urban areas, tourism in the City may not improve as soon as restrictions ease.

- Business travel could return in phases, depending on proximity, reason for travel and sector.

Meeting clients in person is fundamental in building trusting relationships and therefore business travel is likely to eventually return to the City. However, regional business travel followed by wider domestic travel may recover earlier than international travel. In person sales and client meetings followed by small meetings/training sessions may recover earlier than mass gathering events.²¹ In the long run international business travellers may be more likely to combine multiple meetings into one trip, particularly if the cost of travel increases. This could mean longer, less frequent visits to the City.

Places

The COVID-19 City Streets interventions have closed many of the roads, imposed time-based restrictions on vehicles and created more greenspace - reclaiming the City for people rather than cars. A permanent shift in the hierarchy of modes on the streets of the City could have lasting impacts on well-being and quality of life for workers, residents and visitors and facilitate economic recovery of the area.

¹⁶ City of London, CPAT Survey of businesses before and after being told to work at home, 11 Sep - 1 Oct 2020, received 30 Oct 2020.

¹⁷ JLL, The Future of Office Demand: Central London after Covid-19, UK Research. November 2020

¹⁸ ONS, Covid effects on communities and personal relationships,

<https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandwellbeing/bulletins/coronavirusandthesocialimpactsonthecountriestandregionsofbritain/april2020#effects-on-communities-and-personal-relationships>

¹⁹ London.gov, Escaping the city post-covid,

<https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandwellbeing/bulletins/coronavirusandthesocialimpactsonthecountriestandregionsofbritain/april2020#effects-on-communities-and-personal-relationships>

²⁰ <https://www.schofields.ltd.uk/blog/6079/city-breaks-impact-pandemic-uk-travel/#:~:text=Staying%20in%20the%20UK%20is%20on%20the%20rise&text=There%20are%20a%20staggering%205,July%202019%20to%20July%202020.>

²¹ McKinsey & Company, 2020. *For Corporate Travel, A Long Recovery Ahead*. [online] Available at: <<https://www.mckinsey.com/industries/travel-logistics-and-transport-infrastructure/our-insights/for-corporate-travel-a-long-recovery-ahead>> [Accessed 13 January 2021].

4. POTENTIAL CITY CORPORATION RESPONSES TO FUTURE SCENARIOS

As outlined in section two, workshop participants were asked to analyse potential future scenarios and postulate potential City Corporation responses to them. The potential City Corporation responses for each scenario are summarised below:

Scenario 1: Working from home normalisation

In this scenario, working from home is the predominant way of working for the City employees (where appropriate), having significant impacts on building use in the City and resulting in significant land use changes e.g. office conversion to retail, residential and leisure uses. This results in a new form and function for the Square Mile.

Potential City Corporation responses outlined by workshop participants included:

- A requirement to lobby for widespread flexible travel fares as a result of a huge potential reduction in demand for traditional season tickets and wider provisions to align with less traditional travel patterns.
- Active curation of public realm, retail, culture and entertainment with flexible planning policies to support new, innovative and adapted land uses e.g. flip frontages to support vibrancy through clustering of food, retail and cultural experiences - to attract people to City for reasons other than office-based work.
- Focus on becoming THE international travel hub in the region so remote workers use London as the place for meetings etc. by enabling the adaptation of workspaces to facilitate world-class social interaction and collaboration experiences.
- Capitalisation of new space available for environmental resilience measures with associated green standards.
- Capitalise upon new and existing channels of communication to publicise City changes and vision internationally.

Scenario 2: Hybrid home/office working patterns

In this scenario, more flexible working and travel patterns means that office spaces need to offer both opportunities for individual working but also spaces designed for collaboration and social interactions. As a result, demand for office spaces increases in the City. Reduced travel peaks on the Underground and Rail makes it more difficult to shift people to active modes.

Potential City Corporation responses outlined by workshop participants included:

- Need for sophisticated data (real-time & anonymised) to understand new patterns of people and vehicle movements. This can then inform street/timed closures and how these might affect businesses when compared with pre-pandemic patterns. Potential for using personal and business incentives to spread commuting and business trips over the full working week as well as promoting/subsidising different modes of transport.
- Enable the adaptation of offices to create more space for meetings, events and creative collaboration: making the most of people's time at the office for productive and social purposes.
- Provide a high-quality leisure offer to attract workers into the City for non-commercial purposes e.g. opportunity for social interaction, exercise, retail/cultural lunchtime and evening activities that create vibrancy.

- Capitalise upon new and existing channels of communication to publicise City changes and vision internationally.

Scenario 3: Erosion of City position on international stage

In this scenario, less political prioritisation of The City in national & regional policy/investment decisions due to agendas to level up UK erode preeminent position on national / international stage. This could change the City's core purpose and activities (consequently the form and function) and associated working patterns as a result.

Potential City Corporation responses outlined by workshop participants included:

- Prioritise accessibility and sustainability to safeguard to safeguard City reputation as relevant and responsible.
- Invest in digital and transport connectivity to better connect City business with other national and global cities
- Pro-active community focused interventions that address the dis-proportionate effect of levelling up on lower salaried workforce and lower socio-economic groups reliant on City-related employment and support.
- Active curation of public realm, retail, culture and entertainment with flexible planning policies to support new, innovative and adapted land uses and create a more diverse City.
- Capitalise upon new and existing channels of communication to publicise City changes and vision internationally.

Scenario 4: Active, data driven return to traditional working patterns

In this scenario, pressures to return to traditional 9-5 office working models that maintain property values results in the City enhancing on-street digital connectivity to facilitates the prioritisation of active travel modes as workers return to offices. Data driven decision making ensures efficient and flexible use of the built environment that derives benefits in terms of business and asset management.

Potential City Corporation responses outlined by workshop participants included:

- Reallocate street space away from polluting, single occupancy vehicles to focus on infrastructure provision for active modes. Act as a test bed for innovative, low carbon transport, e.g. micromobility.
- Promote and facilitate agreements between landlords, tenants and City Corporation to maximise opportunities for smart systems for de-carbonisation e.g. sharing energy efficiency data, data driven last-mile logistics consolidation practices that reduce freight and servicing activity
- Ensure that principles for digital layer of City are realised e.g. protecting personal data, not let unconscious and digital bias exclude / impact minority groups etc.
- Capitalise upon new and existing channels of communication to publicise City changes and vision internationally.

5. CROSS CUTTING THEMES FROM WORKSHOPS

Analysis of the workshops with both the City Corporation and external stakeholders has also revealed a number of cross cutting themes that run through them. Upon considering the strengths, weakness, opportunities and threats that each future scenario poses for the City of London, common discussion points included:

1. Opportunity to realign City priorities

Despite the huge impact the COVID-19 pandemic has had on the City of London and UK, participants in the workshops stressed that it has provided a moment of enormous strategic opportunity to revisit and realign the ambition and priorities of the City. Participants acknowledged that the pandemic presents a window of opportunity to rethink the City from first principles, understanding people and their needs first and foremost to “change the status quo” and create meaningful change. Participants also highlighted how capitalising on the convergence of a multitude of accelerated trends has the opportunity to make the City more resilient to future shocks.

In recent years, there has been increased comprehension and support of the importance of physical and mental well-being in both work and home facets of life. Participants highlighted in the scenario analysis that a City of London that fails to promote wellbeing both in the City and within the workplace could suffer in its capacity to develop, attract, and retain talented people.

Example participant workshop inputs:

- "Chance to re-think the City from first principles"
- "Supports well-being, quiet time and busy time"
- "Lack of focus on ethics and unintended consequences if not continually interrogated by stakeholders"
- "Danger of data driven rather than people-focused, vision driven"

2. Land use diversity; more space for cross-sectoral businesses, culture and creativity

The theme of land use diversity also came out strongly in the workshops, with participants citing the ambition to make the City the natural home for a wider array of businesses in the future; particularly SMEs.

While it remains uncertain what the longer-term impacts of the COVID-19 pandemic will be, behaviours relating to flexible working (where it is possible) may remain to some extent. What is required of the built environment and in particular the demands for work and office space in highly commercial areas such as the City, are likely to change too. Thus, a key point raised by workshop participants was that the City should use these changing demands as an opportunity to broaden the economic base of the Square Mile. Encouraging the use of vacant spaces was highlighted as a particular prospect for attracting businesses to the area that have previously been excluded. The potential for vacant spaces to be rapidly transformed into affordable hubs for start-ups could in turn be a catalyst for innovation and facilitate the establishment of a more inclusive cross-sector business ecosystem that goes beyond the realm financial and professional services. In the context of the growing requirement for public sector professional services contracts to draw upon SME expertise, the opportunity for the City to extend SME sectoral breadth, potentially has wider benefits.

City land use beyond commercial purposes was also a theme that was commonplace in the workshops, with participants citing that the City is likely to continue to be a growing visitor and cultural destination in the medium to long term and that space should be recrafted to higher value activities that capitalise of the unique cultural heritage of the Square Mile. Participants also note however that the City Corporation is keen to diversify the City's offer however there is uncertainty about what 'cultural' spaces means specifically in the context of the Square Mile and who would bear the cost.

Although participants did also cite the changing commercial space demands as a potential opportunity for the conversion of more office space to residential uses, discussion was also highlighted that planning system changes likely to be seen elsewhere in London are improbable to be replicated in the City. However, attendee discussion did emphasise there may be a tension between choosing the new balance of land use function of City buildings in planning policies in the future.

Ultimately the workshops drew attention to the fact that there is an opportunity in the City to build resilience to future shocks and attract more talent from across the UK by diversifying land use; specifically, welcoming and enabling businesses outside financial and professional service sectors to thrive. However wider impacts of land use diversification on the City, such as a change in the way people use public realm or transport associated with different City destinations and uses should also be acknowledged.

Example participant workshop inputs:

- "Shift away from Financial Services provides opportunity for more diverse and interesting range of businesses"
- "Vacated stock provides more scope to broaden economic base"
- "Diversification supports night-time economy, hospitality, retail and culture as footfall retained"
- "Use City in conjunction with IT hub - better links with Cambridge and Silicon Fens"
- "More promotion of cultural heritage"

3. Flexible office stock catering for different users and use cases

Another crosscutting theme that came through in the workshops was a recognition by participants of the need to transform office stock to suit the likely continuation to some extent of working from home behaviours.

As well as industries have adapted to working from home activities resulting from the pandemic restrictions, participants emphasised that certain business pursuits will always be fundamentally face-to-face. Innovative virtual mechanisms for collaborative exercises and relationship building have aided the continuation of regular pre-pandemic business practices and in some cases actually led to unintended business benefits, but many agree that they cannot replace physical interactions. Thus assuming that although numbers may fluctuate (by sector, age, day of the week, season amongst other things), there could likely be a large return to the workplace in the City in the medium to long term and therefore office spaces would need to adapt to the changes in the way people work in them.

Participants highlighted that the continuation of home working to some extent in all scenarios means that workplaces need to transform their offer in order to attract staff. The importance of spaces that cater for socialising, networking, meeting, collaborating and sharing was emphasised, citing that more emphasis needs to be placed on the ability of buildings to adapt and change, and for both new (e.g. SMEs) and established tenants to easily re-shape their spaces. As a result, in most scenarios participants concurred that the City would retain its vibrancy as a commercial centre, but maintain it in a different way, with a focus on changing how buildings are used rather than widespread total change of use.

Example participant workshop inputs:

- "Flexible floorspace designs"
- "Smarter use of office buildings = less traditional 'desk space', more spaces for creative collaboration and mental well-being / physical health"
- "More demand for flexibility in the provision of 'third spaces' where innovation, connectivity and new ways of cross sector working"

- "Opportunity for lower building occupation density and more social space"

4. Importance of quality of experience

Expanding upon cross cutting theme number 1 (that emphasises the opportunity the pandemic has brought for the City to realign strategic built environment and transport priorities to put people first), participants also articulated the importance of the quality of experiences the City can offer in a post-pandemic world.

Differentiation between working from home environments and the working environment offered in the City is essential, capitalising on the understanding that collaborative environments facilitate innovation, networks and career progression in a way that solo homeworking cannot. In particular, participants conveyed the potential significant negative impacts of working from home trends for younger workers and graduates, who may lose out on the opportunity for side-by-side learning, exposure to senior business leaders, mentoring and experience sharing.

The quality of the built environment has a key role to play in ensuring the City is as attractive to workers and visitors as possible; bringing people together to create and add value. Interventions that can contribute to a person's overall well-being, for example through the removal of polluting, single occupancy vehicular movements to reclaim street space for enhancing public realm, rethinking green space and integrating last mile/metre active journeys, can revitalise the City experience in the new context and help bring back the City's 'buzz'.

Example participant workshop inputs:

- "Re-invent the City as a place of quality, experience and innovation"
- "Impetus by the City to radically enhance the attractiveness of the Square Mile to attract more use"
- "Want people to be so glad they schlepped into the City that they appreciate what they have been missing and are keener to 'get involved'"
- "Lack of appeal to young professionals - reduced side by side learning, social interaction and lost 'buzz'"

5. Sustainability at the heart of City reactivation

Participant discussion of the four potential future scenarios also highlighted the opportunity for the City to continue its support for climate action and placing sustainability as the centre of the Square Miles' built environment. Opportunities for more sustainable agglomeration, reduction in carbon emissions from transport, uplift in green infrastructure, provision of more green space and commitments to sustainable re-development of flexible office spaces were a few of ideas highlighted.

Example participant workshop inputs:

- "Significant increase in open space and urban greening"
- "Huge uplift in green infrastructure, extensive SUD investment, and civic amenity"
- "Commitments to ensure new construction is held to high sustainability standards"
- "Reduced carbon emissions from transport, improved air quality"

6. Reclaiming of street space away from vehicles

Following on from number 5, a more specific sustainability theme that participants in the workshops identified, was the opportunity for the City to permanently reclaim street space away from vehicles, to support and prioritise active, shared and zero emission modes whilst further activating the City's streets.

Discussion in the workshops highlighted the opportunity the City has to rethink longer term street space allocations and the potential to significantly accelerate the delivery of elements of the City of London Transport Strategy. The City Streets package of measures that have been implemented in the City to facilitate social distancing by providing extra space for people walking and active travel modes during the pandemic have temporarily reclaimed street space for walking, cycling and public realm. Participants reasoned that making the changes that limit vehicular traffic permanent, would facilitate cleaner air, promote active travel and (re)activate/animate streets; providing the footfall to support a variety of land uses. It would also aid the continuation of the City's realignment of the transport hierarchy in the Square Mile, whereby human powered interventions (such as walking, wheeling, cycling and scooting) are prioritised above e-mobility and shared zero emission public transit, and private polluting vehicles given the least precedence. Incorporating innovative modes of transport in the hierarchy is essential to prevent modal shift away from non-motorised travel (e.g. walking, wheeling cycling and scooting).

Example participant workshop inputs:

- "Reclaim space and innovate with new transport modes e.g. micromobility"
- "Need for high quality public space as part of City's offer and attractiveness supports delivery of traffic reduction measures and pedestrian priority"
- "Reclaim street space for walking, cycling and public realm, including play"
- "Reduced vehicular traffic: cleaner air quality and opportunity to animate streets (with the footfall to support exciting uses e.g. arts, culture, experiential retail)"
- "Increased movement efficiency"

7. Data driven solutions for social utility

Another crosscutting theme that came through in the future scenario workshop analysis was a recognition by participants that the City of London should continue to pioneer data-driven initiatives that bring social utility but ensure that outcomes remain vision driven. Balancing City vibrancy and serendipity with data driven efficiencies is key.

The pandemic has proven on a large scale how important data is in enabling individuals and organisations to respond to changing circumstances. However, it has also revived discussions on the perceived compromises that need to be made between data privacy and data sharing. Both themes were highlighted by participants as a potential opportunity and threat to the City of London in the future across the scenarios, indicating that there is a requirement for the City to review what data may benefit the Square Mile in combating future challenges (e.g. climate change) but also revisiting safeguards and data transparency.

Weaknesses associated with the crosscutting data theme were also pointed to by participants, whereby increased data driven processes could for example increase the City's reliance on external data processing, increase the impact of cyberattacks and endure digital exclusion.

Example participant workshop inputs:

- "Open source data drives wider innovations"
- "Danger of data driven rather than vision driven"
- "Smart technology can help with variety of land management needs"
- "Still a way to go before we really become a data driven organisation"

8. Maintenance of the City's world-class business ecosystem

The final crosscutting theme that emerged from the workshops, was the importance of maintaining the City's world-class international status. Participants made it clear that the City should continue to capitalise on the 2000 years of history and globally academic and cultural institutions that are unique to this part of the world. Participants also stated that adaptation of City functions in line with post-pandemic trends (particularly work and travel behaviours) that are harmonised with revised communications and branding is essential for maintaining the City's international status.

As the City adapts to a post-pandemic situation, it should be noted that the definition of 'world-class' and how it changes to encompass and embrace trends that have resulted from COVID-19 (such as working from home patterns & workplace flexibility demands) is likely to have consequences for the City as a place and associated transport systems. Types of user may vary more significantly in the City and their needs and expectations of a first-class urban commercial hub may diverge from established pre-pandemic standards.

Example participant workshop inputs:

- "Ideas for future activation of the City are not necessarily unique and therefore others could potentially start pushing the access, innovation and well-being agenda faster"
- "Business survey showing City address still valued despite virtual working"
- "City could lose status and pull as global business centre, with knock on effects to wide range of City functions"
- "Threat to City Corporation as an entity if international status not maintained"

6. POTENTIAL IMPACT OF COVID-19 ON THE CITY OF LONDON TRANSPORT STRATEGY

This section of the report considers the potential impacts of the COVID-19 pandemic, as identified by the desktop review and workshop participants, in the context of the City of London Transport Strategy ahead of the 2022 revision exercise. Each of the ten Transport Strategy outcomes outlined by the City Corporation have been considered to examine the extent to which the pandemic has provided an opportunity to accelerate and 'lock in' positive changes, decelerate and delay the pursuit of certain outcomes or altered the nature of potential outcomes. This chapter provides an independent view of what actions the City Corporation should consider when re-examining the City of London Transport Strategy.

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

Needs / Possibility:

The COVID-19 pandemic could provide the impetus for the City Corporation to accelerate their pursuits in making more of the Square Mile's streets great places to walk and spend time in. The increasing importance of quality of experience has been cited by workshop participants across diverging future scenarios, as a key impact of the pandemic. There is now a greater importance on differentiating working from home environments and the environment offered in the City; and this extends to the City's streets. Streets that are places in their own right, where users can stop, rest, relax or socialise offer something beyond that available to most who work from home.

Action:

Accordingly, the City Corporation should facilitate, built environment improvements that rebalance space to focus on pavement users, reduce loud polluting vehicles and provide more quality green spaces that promote socialising and bolster well-being. This could help bring back the City's 'buzz' in the short term and revitalise the City experience in a new context in the longer term.

In conjunction with public realm improvements, should actively enable and promote increased flexibility and diversity in land use and working patterns in order to potentially to improve pedestrian comfort levels in the Square Mile. Any reduction in travel peaks, whether by time of day but also week and season, has the potential of making walking on streets in the City much more enjoyable.

Outcome: Street space is used more efficiently and effectively

Needs / Possibility:

The COVID-19 City Streets interventions have closed many of the roads, imposed time-based restrictions on vehicles and created more greenspace - reclaiming the City for people walking, cycling and travelling by bus, as well as commercial and community functions.

Action:

The pandemic has provided the City with a unique opportunity to pilot ways in which to push forward this outcome and therefore the City Corporation should consider maintaining street space reallocations in the long term. The importance of improving the quality of place and experience in the City to attract worker and visitors back, is likely to help provide support and impetus for these changes. Additionally, as people return to the City on a regular basis, a more permanent reallocation of street space has the potential to facilitate a more permanent shift away from private vehicles.

Any enduring and future street space efficiency improvements are likely to have lasting impacts on well-being and quality of life for all users and facilitate economic recovery of the area.

Outcome: The Square Mile is accessible to all*Needs / Possibility:*

Based on desktop review and workshop outputs, a number of the potential future impacts of COVID-19 on the City could change who works, visits and lives in the Square Mile (for example provision of more space for a larger proportion of cross-sectoral businesses, culture and creativity). Participants also cited that the pandemic gives the City of London the opportunity to realign Square Mile priorities that put users first and enhance their quality of experience.

Action:

The City Corporation should ensure that the Square Mile is accessible to a wider breadth of people with different pain points and expectations when supporting accessibility for 'all' in Transport Strategy proposals. For example, the City Corporation could consider opportunities to aid and enhance the finding and understanding of the Cities assets, culture and heritage through fixed and digital wayfinding techniques.

The City should in turn capitalise upon the current opportunity to accelerate the implementation of interventions which enable easy, comfortable and confident travel to and around the Square Mile. In removing obstacles to walking, cycling, wheeling and using public transport through vehicles restrictions and reclaiming street space to improve public realm and create routes that are suitable for all including people using cycles as mobility aids, mobility scooters, power wheelchairs & prams.

Outcome: People using our streets and public spaces are safe and feel safe*Needs / Possibility:*

Ensuring that people using the streets and public spaces in the City are safe and feel safe is crucial in creating a positive user experience that attracts workers and visitors back into the City post-pandemic. Based on workshop outputs, the potential for more flexibility and diversity in building and land uses as a result of pandemic trends, has the potential to increase footfall and street activity outside traditional 9-5 weekday working hours; enhancing the night-time and weekend economy of the Square Mile. These changes could alter perceptions of safety both positively and negatively depending on the circumstances.

Action:

The City Corporation should continue to reinforce a shift in modal hierarchy's post-pandemic as they have the potential to have a positive impact on the safety and security in the City. Interventions to reduce carbon emissions and improve air quality, could result in fewer vehicles on City streets and remaining vehicles could move at slower speeds. This could have positive impacts on perceived and actual road danger, aiding the City to deliver Vision Zero. Reclamation of street space for public realm renewal could also facilitate the incorporation of security features into the streetscape that could help make streets more attractive places to use and spend time.

Outcome: More people choose to cycle*Needs / Possibility:*

The short term COVID-19 City Streets interventions that increased cycle parking provision, enhance cycle lanes, reduced speed limits and closed streets to through vehicular traffic all have the potential to have a longer-term positive impact on cycling and perceptions of cycling in the City.

Based on workshop outputs, the impacts of the pandemic have the potential to put sustainability at the heart of future City reactivation and provide further impetus of the

City Corporation to pursue ambitions to actively prioritise and promote active travel over other modes (through the reallocation of street space etc.).

The desktop review and workshop outputs also highlighted that a number of the potential future impacts of COVID-19 on the City could change who works, visits and lives in the Square Mile (for example provision of more space for a larger proportion of cross-sectoral businesses, culture and creativity).

Action:

The City Corporation should maintain pandemic initiated interventions that reduce traffic and speeds and provide an easily comprehensible network of cycle friendly streets, as they have the potential to accelerate the Transport Strategy aim to get more people to choose cycling as means to get around.

The City should ensure that cycle infrastructure and network (e.g. routes and parking) in the Square Mile caters for a wider array of cycles (e.g. cycles as mobility aids, (e-)cargo bikes), business models for access (e.g. short- and longer-term rentals) and use cases (e.g. commuting, leisure, deliveries).

It should also be noted that the City is due to participate in the London e-scooter trial that is scheduled to commence in Spring 2020. Subject to the outcome of the scheme, the City Corporation should consider enabling e-scooters alongside a growth in cycling. The accommodation of e-scooters as equivalent users of cycle infrastructure in the City thus may require the reframing of this outcome in a refreshed Transport Strategy.

Outcome: The Square Mile's air and streets are cleaner and quieter

Needs / Possibility:

Outputs from the workshops indicate that COVID-19 impacts on the City of London have the potential to aid the Corporation's ambition for the Square Mile to have the some of the cleanest urban air in the world and streets that are quieter more relaxing places.

As differing factors potentially become more pertinent in ensuring that the City maintains its world-class business ecosystem and international status as a result of changing work patterns (e.g. financial services firms choosing an office location with increasing attention paid to factors such as the quality of the surrounding built environment rather than to the City address), measures to improve the quality of the City environment are likely become more important.

Action:

The City Corporation should continue to adapt and enhance the City user experience through public realm and active travel space reallocations and temporal/geographical vehicle restrictions. Such interventions are likely to reduce polluting vehicle numbers and facilitate uptake of zero emission technologies in the Square Mile which in turn can reduce noise and air pollution and thus have positive impacts on the quality of place and health and well-being.

Outcome: Delivery and servicing are more efficient, and impacts are minimised

Needs / Possibility:

The City Corporation aims to meet delivery and servicing needs of the area using fewer, quieter, safer and cleaner vehicles. Whilst some impacts of the COVID-19 pandemic have the potential to accelerate achieving this outcome, other impacts may alter requirements, slowing the process down.

Action:

As a result of the pandemic, the City Corporation should consider maintaining its implementation of street space reallocation schemes to improve the quality and quantity of public realm and execute modal hierarchy priorities to improve wider user experiences. Such actions have the potential to accelerate the use of last mile delivery hubs and (e-)

cargo bikes for freight and delivery services, whereby access and loading restrictions limit other freight vehicles.

If the COVID-19 pandemic leads to increased diversity and flexibility in land and space use in the City however, the City Corporation should consider how diverging needs may make Transport Strategy proposals for improved consolidation and sustainable procurement practices more difficult to achieve. Continuation of temporal working flexibility however may reduce personal deliveries to workplaces (despite them already being banned in many cases).

Outcome: Our street network is resilient to changing circumstances

Needs / Possibility:

The COVID-19 pandemic has highlighted the importance of street resilience to changing circumstances and the crucial role streets play in facilitating resilience of the wider built environment. The pandemic however potentially broadens the definition of 'changing circumstances' in the specific context of this Transport Strategy outcome, to not only direct disruptions such as that caused by construction, breakdowns or severe weather but also disruptions that have indirect implications for the City's streets.

The pandemic also has proven on a large scale how important data is in enabling individuals and organisations to respond to changing circumstances and going forward highlights the potential that data may have in aiding the City Corporation combat future challenges effectively (e.g. climate change).

Action:

The City Corporation should aim to maintain and increase the level of granular monitoring of travel behaviour and asset use that has resulted from the pandemic as it has the potential to increase the resilience of the City's street network in the long term.

Consideration should be given to how the City understands movement (people walking and cycling and vehicles) in a near real-time manner to help with more agile planning to maximise the value of its infrastructure. Such an approach (with support flexibility through supporting TROs and parking) could allow for much more flexible city streets that could serve flexing needs.

The City Corporation should also consider how streets can be repurposed to support wider City functions and communities in future pandemics and other 'changing circumstances' within the Transport Strategy. Pre-emptive consideration of how the City could give more public space to support businesses for example, could help enhance the resilience of the Square Mile in future situations.

Outcome: Emerging transport technologies benefit the Square Mile

Needs / Possibility:

The pandemic has provided the City of London with a unique opportunity to fast-track the piloting of some emerging transport technologies. Potential future changes to the streetscape driven by the ambition to improve user experiences across a broadening array of use cases has the potential to accelerate the City's desire of becoming a testbed for urban transport innovation. Workshop outputs however stress that 'benefits' should not solely be driven by data-led efficiencies but instead be outcome driven so that City vibrancy is not impacted.

Action:

Given the ongoing and rapid changes in technology (ranging from "invisible" sensor technologies to help manage assets more effectively through to the on-demand forms of transport and ultimately, automated solutions) it is suggested that the City of London develops a future mobility strategy focused on place and population needs and its

overarching vision and objectives for the City. This could provide context and a blueprint to aid the City's transportation objectives. Planning for the future, in terms of new modes, services and underlying technology could help deliver better places, improved asset resilience and agility. For example, identifying the potential of new modes to improve user experience or air quality in the City, or digitally enabled kerbside management to improve the efficiency and reduce impact of freight and deliveries.

Outcome: The Square Mile benefits from better transport connections

Needs / Possibility:

Based on workshop outputs and desktop trend review, the impacts of the COVID-19 pandemic have the potential to alter how the City endeavours to improve transport connections. The pandemic and the potential ensuing trends (such as the importance of the quality of place and experience, active travel priorities), has the potential to refocus the pursuit of the 'better transport connections' outcome towards accessibility, and in particular active modes, where networks are intrinsically linked to surrounding boroughs. There is also a need for the City Corporation to work collaboratively with Transport for London and businesses to help restore confidence in public transport and ultimately understand whether 'better transport connections' in the future should be considered against a modified set of intentions compared to that of today..

Action:

In light of opportunities for the City to capitalise upon COVID-19 street reallocations and enhancing the built environment user experience, the City Corporation should aim to support to similar interventions beyond the Square Mile's boundary. For example, the City Corporation should support and champion improvements to accessible walking, cycling and wheeling travel connections to the Square Mile from neighbouring boroughs. The delivery of high-quality infrastructure routes to and through central London is critical in building city wide resilience.

7. CONCLUSION

In conclusion, this report has presented the findings of a desktop study into the impacts of COVID-19 on the City of London and three scenario development workshops. Analysis has identified a number of key cross-cutting themes when considering how The City Corporation might respond to future situations and examined how these themes could impact the desired outcomes defined in the City of London's Transport Strategy.

When considering the analysis, the key insights gained are:

- The COVID-19 pandemic has had wide ranging impacts on the City of London and there is a consensus that these impacts have changed the future trajectory of the City. Behaviours, particularly travel and working patterns, are unlikely to return to the way they were before the crisis, in turn impacting how workers, businesses, residents and visitors use the Square Mile, thus presenting a range of challenges and opportunities for the City Corporation.
- The City Corporation recognises change is coming, however endeavours to use the Transport Strategy as a mechanism to ensure that change is facilitated in a controlled way and driven by an ambition to achieve strategic outcomes.
- Given the potential blending of home / remote and office-based working, the City Corporation needs to consider how to ensure the City remains an anchor for networking, events, cultural and leisure activities. This is particularly the case at the "shoulders" of the traditional working day to retain the socio-cultural link between businesses, their employees and the City's vibrancy and offer.
- Making the COVID-19 enabled street space reallocations permanent has huge potential to improve the quality and quantity of public realm and execute modal hierarchy priorities to improve wider user experiences.
- From a transport perspective, the existing strategic position and desired outcomes outlined in the City of London's Transport Strategy remains relevant in a post-pandemic context. The overarching approach to reduce private motorised transport and increasing the prominence of street space for people to walk and cycle continues to hold true. It is understood that there might be extremes in specific use cases and contexts but ultimately the impacts of COVID-19 have not hugely skewed the desired outcomes of the Transport Strategy; in turn in some cases they have provided the opportunity for the acceleration of interventions to achieve outcomes more quickly.
- The uncertainty surrounding the extent of future changes in the City of London has highlighted the importance of resilience and agility in accommodating and responding to changing circumstances. Thus, the Transport Strategy must not be a static document, but needs to be revisited regularly so that it is able to adapt and nimble in delivery in pursuit of desired outcomes. A review of the Transport Strategy is recommended every three years with systematic sprint reviews of KPIs more frequently.
- Having a clear vision for the future that is outcomes led, also creates an environment through which the City Corporation can make use of new modes, services and underlying technology to help deliver better places, improved asset resilience and agility.
- Ultimately the Transport Strategy should enable the City Corporation to capitalise upon assets in a flexible way which service business, employee, visitor and resident needs as circumstances change.

APPENDIX A – SCENARIO DASHBOARDS

Scenario 1: Working from Home Normalisation

- 1 -

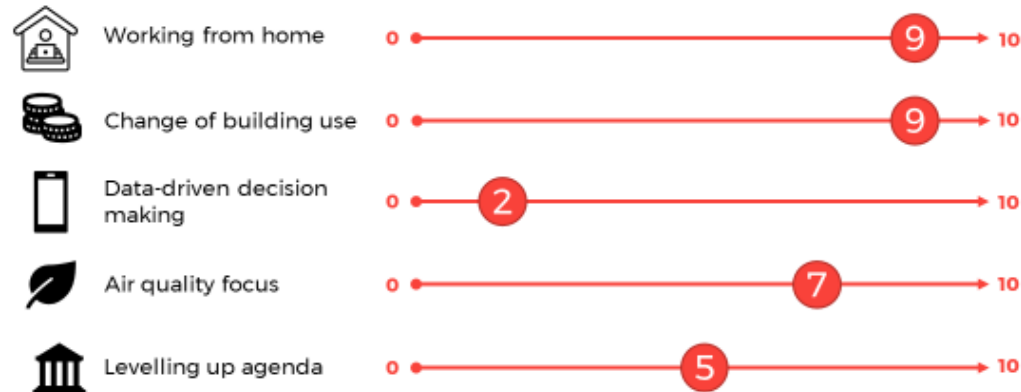
Scenario Summary:

- Work from home becomes the predominant way of working
- Significant impacts on building use resulting in land use changes (e.g. office space becomes retail, residential or leisure space)
- New form and function for the City

Associated Trend Data

- 83% of City workers cite travel on public transport as their most important concern when returning to work
- 71% of City employees work in the sectors with the highest propensity / ability to work from home (69.6% doing some homeworking before the pandemic)

Scenario Levers:



Hypothesised Shape & Scale of Movements:



Potential Outcomes

- | Residents | Businesses | Workers | Visitors | Places |
|--|--|---|---|---|
| <ul style="list-style-type: none"> • Office space could be repurposed as residential space • Some people living in the City for proximity to work may choose move resulting in a new resident population | <ul style="list-style-type: none"> • Unneeded office space could be sublet out at discounted rates leading to a new mix of potentially smaller businesses in the City • New digital ways of working emerge | <ul style="list-style-type: none"> • Redefined workplace interactions create new demands for socialising • Corporate culture becomes more laissez faire and offers more flexibility | <ul style="list-style-type: none"> • Reduced need for business travel due to remote working • Arts and cultural spaces could replace space once occupied by offices, improving the tourism offering | <ul style="list-style-type: none"> • A reduction in vehicular traffic will improve air quality, allow road space to be reallocated as greenspace and create more room for travel by active modes |

Scenario 2: Hybrid Home/Office Working Patterns

- 2 -

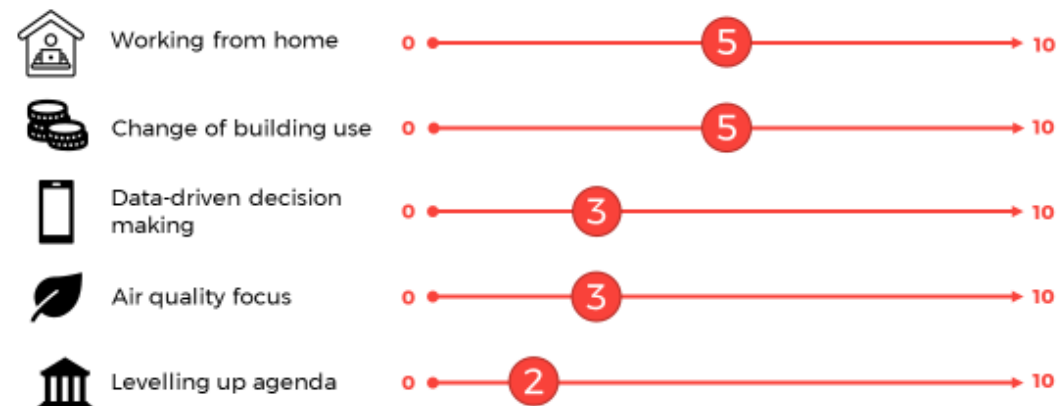
Scenario Summary:

- More flexible work and travel patterns require office space to cater for both individual & collaborative working, as well as social space
- Results in increased demand for office space
- Reduced travel peaks & less crowded conditions on the UG and Rail make it difficult to shift people to active modes

Associated Trend Data

- 34% of companies surveyed said all staff were in the office for more than 3 days week, down to 12% after the pandemic
- 83% of City workers cite travel on public transport as their most important concern when returning to work

Scenario Levers:



Hypothesised Shape & Scale of Movements:



Potential Outcomes

- | Residents | Businesses | Workers | Visitors | Places |
|--|--|---|---|---|
| <ul style="list-style-type: none"> • Residents may move further out of the City to prioritise space at home over proximity to work with less frequent commutes. • Commutes may be less stressful thanks to lower | <ul style="list-style-type: none"> • More office space required with greater flexibility to cater for variable demands • Businesses may face higher rents with less productive space | <ul style="list-style-type: none"> • Workers are able to split their time between the home and office as is convenient • Greater emphasis on social interactions when in the office | <ul style="list-style-type: none"> • Meeting face-to-face may return as a renewed priority after reduced social interaction through the pandemic, encouraging more business travel | <ul style="list-style-type: none"> • More focus may be needed on promoting travel by active modes as public transport becomes more competitive |

Scenario 3: Erosion of City Position on the International Stage

- 3 -

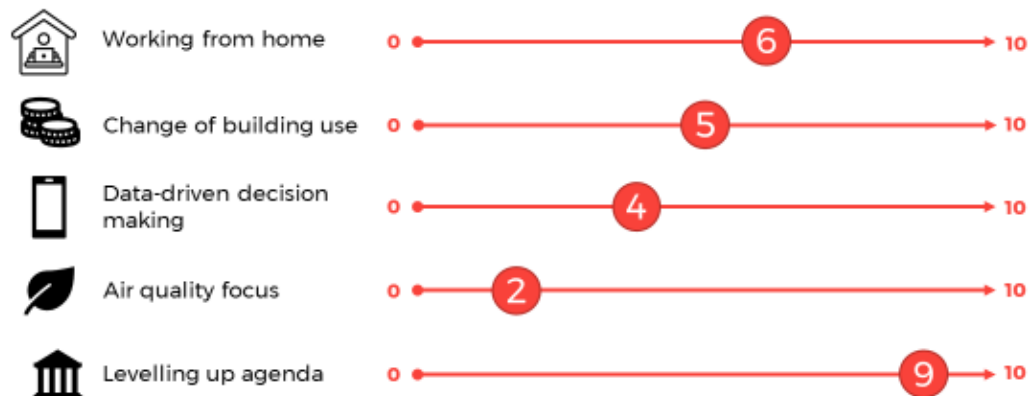
Scenario Summary:

- Less political prioritisation of the City in national and regional policy
- Focus on levelling up the UK erodes the preeminent position of the City
- Potential change to the City's core purpose & activities impacting working patterns

Associated Trend Data

- 14% of residents want to leave the City as a result of the pandemic
- 15% of City businesses will be subletting out office space that is no longer needed
- Business travel in white collar sectors expected to return more slowly than sectors with more tangible outputs

Scenario Levers:



Hypothesised Shape & Scale of Movements:



Potential Outcomes



Scenario 4: Active, Data-Driven Return to Traditional Working Patterns

- 4 -

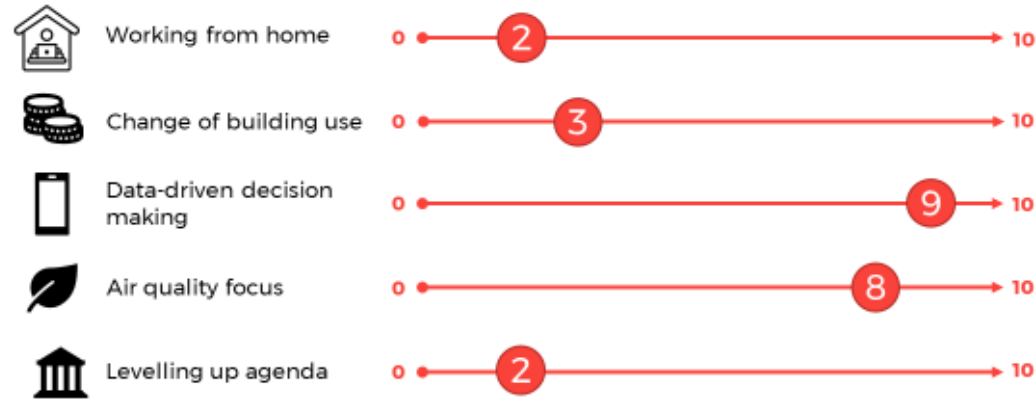
Scenario Summary:

- Pressures to return to 9-5 office working models that maintain property values
- Enhanced on-street digital connectivity to facilitate prioritisation of active modes
- Data-driven decision making ensures efficient and flexible use of the built environment

Associated Trend Data

- 44% of people in the UK reported worsened workplace interactions, rising to 50% among those who do not attend their usual place of work
- In April, 32% of workers were struggling to fulfil their work commitments, compared to 24% in January before the pandemic.

Scenario Levers:



Hypothesised Shape & Scale of Movements:



Potential Outcomes

- | Residents | Businesses | Workers | Visitors | Places |
|--|--|---|---|---|
| <ul style="list-style-type: none"> • Residents to continue to want to live close to central locations • Renewed demand for premium residence in the City | <ul style="list-style-type: none"> • Businesses will have to grapple with reigning in the freedom that working from home offered to workers • Retail and hospitality will see a resurgence from increased footfall | <ul style="list-style-type: none"> • There may be reluctance amongst many workers to return to crowded commutes • Workplace interactions will improve and as will worker's social lives as a result | <ul style="list-style-type: none"> • Business travel will return but perhaps only where necessary • The leisure economy will benefit from greater numbers in the City | <ul style="list-style-type: none"> • Digitally connected spaces will allow for dynamic management of the built environment to ensure that the return to work is managed to be safe as possible |

Transport Strategy Vision, Aims and Outcomes

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.

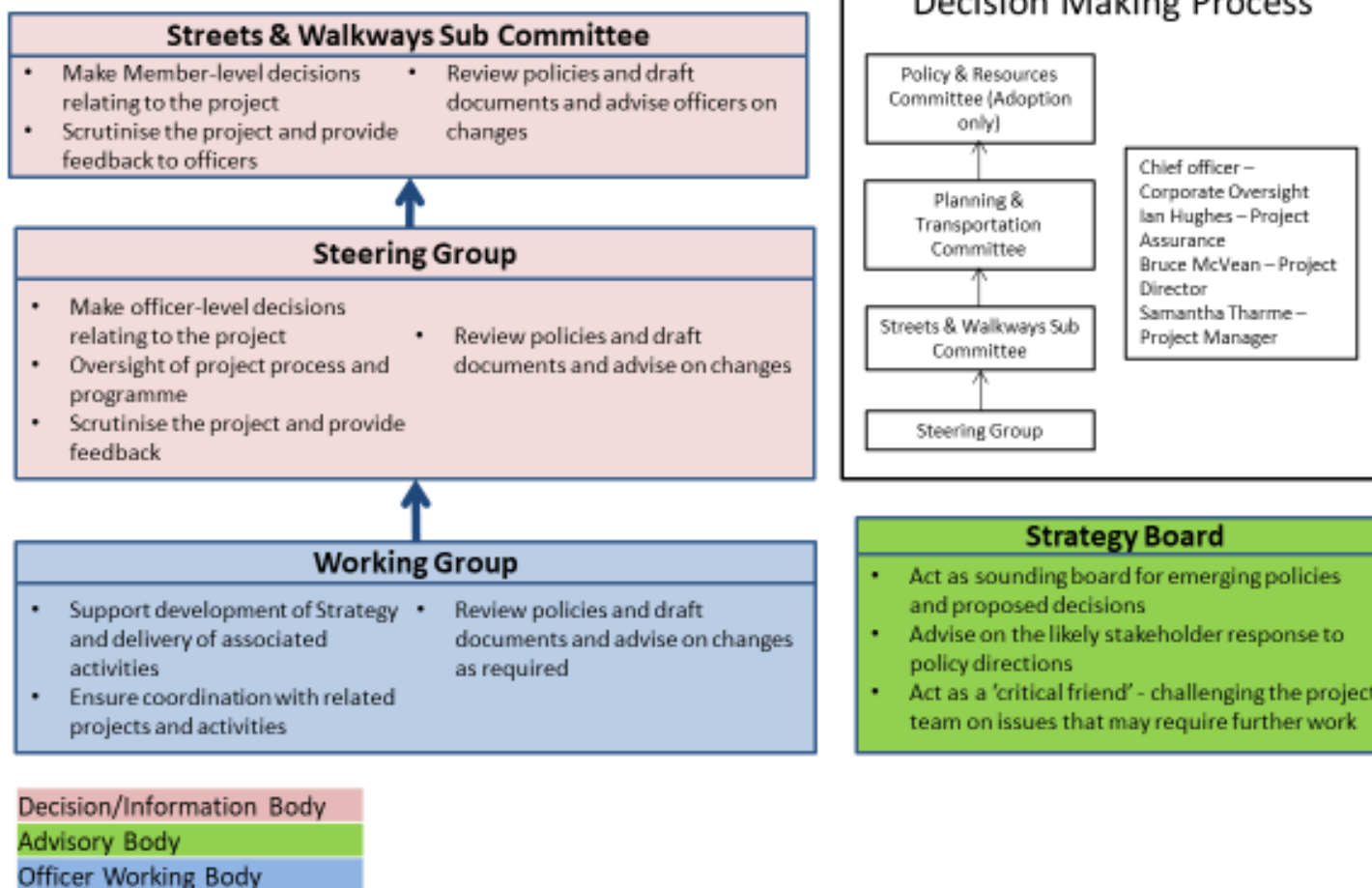
Aims

- 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

Transport Strategy Governance Structure



Transport Strategy Programme

