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| <b>Committees:</b><br>Streets and Walkways Sub Committee <i>[for decision]</i><br>Operational Property and Projects Sub Committee <i>[for decision]</i> | <b>Dates:</b><br>08 November 2022<br>Delegated                |
| <b>Subject:</b><br>Fleet Street Area Healthy Streets Plan<br><br><b>Unique Project Identifier:</b><br><i>PV ID 12240</i>                                | <b>Gateway 3:</b><br><b>Outline Options Appraisal Regular</b> |
| Report of the Executive Director, Environment<br><br><b>Report Author:</b><br>Stephen Oliver, Projects and Programmes                                   | <b>For Decision</b>   |
| <h1 style="margin: 0;">PUBLIC</h1>  |   |

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

|  | <p>1. Note the change in the project name and boundary from Gateway 2 as shown in figures 1 and 2.</p> <p>And that <b>Members of Streets and Walkways and Operational Property and Projects Sub Committee</b></p> <p>2. Note the revised total estimated cost of the project of £276,254 (excluding risk) and the updated funding strategy set out in Table 3 Appendix 3, which includes a contribution from the Fleet Street Quarter BID of £35,000 that is still to be confirmed.</p> <p>3. Approve that the budget is increased by £154,054 from £87,200 to £241,254 to reach the next Gateway, funded from Section 106 receipts as detailed in Table 3 Appendix 3.</p>  |   |              |                                |          |      |                                  |   |          |              |   |   |          |       |  |  |              |
|--|---|---|--------------|--------------------------------|----------|------|----------------------------------|---|----------|--------------|---|---|----------|-------|--|--|--------------|
| <p><b>3. Resource requirements to reach next Gateway</b></p> | <p>Additional resource required to reach the next gateway<br/>Table 1</p> <table border="1" data-bbox="528 848 1445 1733"> <thead> <tr> <th data-bbox="528 848 762 994">Item</th> <th data-bbox="762 848 1007 994">Reason</th> <th data-bbox="1007 848 1230 994">Funds/<br/>Source of<br/>Funding</th> <th data-bbox="1230 848 1445 994">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 994 762 1140">Fees</td> <td data-bbox="762 994 1007 1140">Data Collection and consultation</td> <td data-bbox="1007 994 1230 1140">Section 106, Salisbury Square development contribution,</td> <td data-bbox="1230 994 1445 1140">£105,000</td> </tr> <tr> <td data-bbox="528 1140 762 1615">Staff costs*</td> <td data-bbox="762 1140 1007 1615">Project management, consultation preparation and public consultation, data analysis and preparation of final report and Gateway 5 report.</td> <td data-bbox="1007 1140 1230 1615">and Fleet Street Quarter BID contribution</td> <td data-bbox="1230 1140 1445 1615">£ 49,054</td> </tr> <tr> <td data-bbox="528 1615 762 1733">Total</td> <td data-bbox="762 1615 1007 1733"></td> <td data-bbox="1007 1615 1230 1733"></td> <td data-bbox="1230 1615 1445 1733">£<br/>154,054</td> </tr> </tbody> </table> <p>*Note that staff cost overspends have been included in the budget to reach the next Gateway.</p> <p>Project management time consists of on average 2 days a week of officer time to manage the traffic modelling consultants, develop the proposals and prepare for public engagement and</p> | Item  | Reason       | Funds/<br>Source of<br>Funding | Cost (£) | Fees | Data Collection and consultation | Section 106, Salisbury Square development contribution, | £105,000 | Staff costs* | Project management, consultation preparation and public consultation, data analysis and preparation of final report and Gateway 5 report. | and Fleet Street Quarter BID contribution | £ 49,054 | Total |  |  | £<br>154,054 |
| Item   | Reason  | Funds/<br>Source of<br>Funding                          | Cost (£)     |                                |          |      |                                  |   |          |              |   |   |          |       |  |  |              |
| Fees   | Data Collection and consultation  | Section 106, Salisbury Square development contribution, | £105,000     |                                |          |      |                                  |   |          |              |   |   |          |       |  |  |              |
| Staff costs*   | Project management, consultation preparation and public consultation, data analysis and preparation of final report and Gateway 5 report.   | and Fleet Street Quarter BID contribution               | £ 49,054     |                                |          |      |                                  |   |          |              |   |   |          |       |  |  |              |
| Total  |   |   | £<br>154,054 |                                |          |      |                                  |   |          |              |   |   |          |       |  |  |              |

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

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

**4. Overview of project**

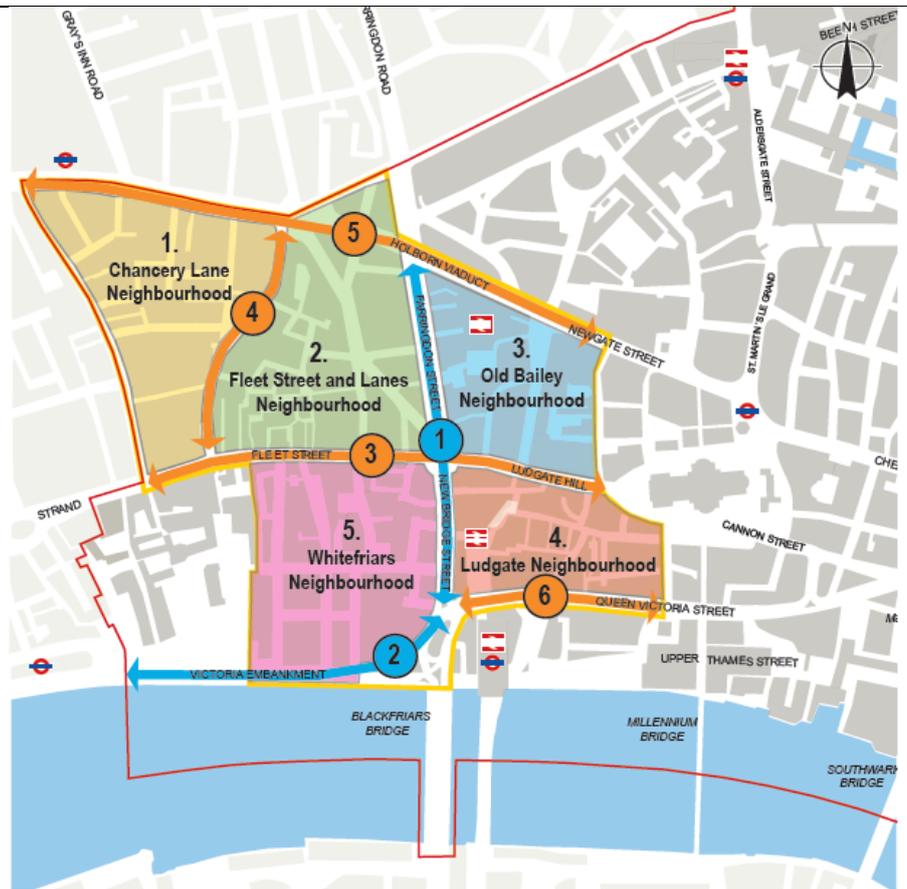
**Background**

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

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



Figure 2: Revised Fleet Street Area Healthy Streets Plan



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

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

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

### **Current position**

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

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

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

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

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

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

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

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

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

#### **Public consultation**

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

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

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

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

#### **After consultation**

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

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

#### **Additional funds**

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

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

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

**Appendices**

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

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