

<b>Committees:</b> Streets & Walkways Sub-Committee <i>[for decision]</i>  Projects & Procurement Sub-Committee <i>[for information]</i>	<b>Dates:</b> 09 December 2025 28 January 2026
<b>Subject:</b> Transforming Fleet Street  <b>Unique Project Identifier:</b> 12470	<b>Gateway 3:</b> <b>Outline Options Appraisal (Complex)</b>
<b>Report of:</b> Executive Director, Environment  <b>Report Author:</b> Maria Curro, Project Manager, Policy & Projects, City Operations	<b>For Information</b>
<h1>PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Project Description:</b> The project aims to transform the highway layout and public realm of Fleet Street between Ludgate Circus and Chancery Lane.</p> <p><b>Background:</b></p> <p>These transformative changes will allow the street to adapt to the changing needs of the Fleet Street area and accommodate the expected increase in people working in and visiting the area. Changes to the highway layout and traffic movements will be considered to enable public realm, safety and accessibility improvements.</p> <p>Coordinated highway and public realm changes will deliver the objectives of the Transforming Fleet Street project by:</p> <ul style="list-style-type: none"> <li>• Widening pavements to provide more space for people walking and wheeling, and to enable wider public realm improvements such as seating and planting to create a high-quality street environment that is commensurate with the surrounding historic townscape and new developments</li> <li>• Enhancing existing crossings and, where feasible, installing new crossing points to improve safety and accessibility and better reflect walking desire lines</li> </ul>
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	<ul style="list-style-type: none"> <li>• Amending the City of London Police checkpoints, to narrow the carriageway and to provide more space for people walking and wheeling</li> <li>• Improving safety and the feeling of safety for people using Fleet Street</li> <li>• Improving cycle safety and cycling infrastructure for people cycling on Fleet Street</li> <li>• Improving and managing on-street loading facilities, working alongside local businesses</li> </ul> <p>This project is identified as a high priority in the Fleet Street Area Healthy Street Plan (HSP, adopted in 2023). Feedback from the Fleet Street HSP consultation responses indicated that public realm and greening enhancements were strongly supported. The Transforming Fleet Street project is also a key priority for the Fleet Street Quarter Business Improvement District (FSQ BID), as stated in the BID's public realm strategy.</p> <p><u>Current project status:</u></p> <p>This report summarises the assessment of the two highway design options that are being developed alongside public realm aspirations.</p> <ul style="list-style-type: none"> <li>• Work is ongoing with Transport for London (TfL) to further traffic model the two options for Fleet Street</li> <li>• Public realm concept designs have been developed, including strategically introducing greening to complement the enhanced lighting, improved wayfinding and bringing out the rich historical nature of Fleet Street through historic interpretation</li> <li>• Stakeholder engagement workshops have been undertaken with businesses fronting Fleet Street and other stakeholders, with informative and useful feedback on the public realm designs provided</li> <li>• Engagement with local businesses is ongoing to assess and understand servicing and operational needs</li> </ul> <p><b>RAG Status:</b> Green (no change from previous report)</p> <p><b>Risk Status:</b> Low (no change from previous report)</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £9m - £10.5m</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> None</p> <p><b>Spend to Date:</b> £456,358</p> <p><b>Costed Risk Provision Utilised:</b> None</p> <p><b>Slippage:</b> None</p>
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<div>2. Next steps and requested decisions</div>	<div>Next Gateway: Gateway 4: Detailed Options Appraisal</div> <div>Next Steps:</div> <div><ul style="list-style-type: none"><li>Continue to work with the TfL Network Performance Team to finalise the traffic modelling</li><li>Continue to engage with TfL Buses, Traffic Management and Traffic Signals Teams</li><li>Continue to develop the public realm concept designs and commission the RIBA Stage 3 design. Develop feasible design options for the soft and hard landscaping.</li><li>Continue to engage with businesses within the project area to assess and understand servicing and operational needs</li><li>Carry out a comprehensive public consultation exercise on the proposed options. Consultation is proposed for spring 2026.</li><li>Prepare a Gateway 4 report for autumn 2026, with detailed designs, recommending a preferred option based on consultation feedback and design development</li></ul></div> <div>Requested Decisions:</div> <div>Members of the Streets &amp; Walkways Sub-Committee are requested to approve the following:</div> <div><ol style="list-style-type: none"><li>That an additional budget of £447,419 is approved to reach the next Gateway funded from the approved CIL allocation (£447,419) and the Fleet Street Quarter BID (£60K), subject to the completion of the BID funding agreement.</li><li>That the two highway design options set out in Appendix 4 and the concept public realm designs, as set out in Appendix 7 and detailed in this report, form the basis for a public consultation exercise.</li><li>To proceed with a public consultation exercise based on the highway options and public realm concept in spring 2026 and for the final details of the consultation to be agreed by the Director of City Operations in consultation with the Chair and Deputy Chair of the Streets &amp; Walkways Sub-Committee.</li><li>Note the project's total estimated cost range of £9.5m - £10.5m and the funding strategy in Appendix 2.</li><li>Authorise that the City enter into a letter of agreement with the Fleet Street Quarter BID to confirm the details regarding their funding contribution for the project.</li></ol></div>												
<div>3. Resource requirements to reach next Gateway</div>	<div>Table 1: Expenditure to date, Transforming Fleet Street</div> <table><tr><th>Item</th><th>Approved Budget (£)</th><th>Expenditure (£)</th><th>Balance (£)</th></tr><tr><td>Env Servs Staff Costs</td><td>87,975</td><td>6,522</td><td>81,453</td></tr><tr><td>P&amp;T Staff Costs</td><td>147,310</td><td>133,120</td><td>14,190</td></tr></table>	Item	Approved Budget (£)	Expenditure (£)	Balance (£)	Env Servs Staff Costs	87,975	6,522	81,453	P&T Staff Costs	147,310	133,120	14,190
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	P&T Fees	330,000	316,716	13,284
	<b>Total</b>	<b>565,285</b>	<b>456,358</b>	<b>108,927</b>
	<b>Table 2: Resources required to reach next Gateway</b>			
	<b>Item</b>	<b>Approved budget (£)</b>	<b>Resources required (£)</b>	<b>Revised budget (£)</b>
	Env Servs Staff Costs	87,975	20,533	108,528
	P&T Staff Costs	147,310	111,440	258,750
	Open Spaces Staff Costs	-	2,926	2,926
	P&T Fees	330,000	312,500	642,500
	<b>Total</b>	<b>565,285</b>	<b>447,419</b>	<b>1,012,704</b>
	Detailed financial information is shown in Appendix 2.			
	<p><i>Transportation &amp; Public Realm Projects Staff Costs:</i> Time required for planning, managing and refining the highway and public realm designs, needed to reach the next Gateway report. Time is also required to prepare, develop and manage the public consultation which is expected to utilise a lot of officer time and includes supervision costs. This is the equivalent of approximately 1,100 hours to the next Gateway.</p>			
	<p><i>Highways Staff Costs:</i> Time required for planning, managing, and refining the highway and public realm designs to reach the next Gateway report.</p>			
	<p><i>City Gardens Staff Costs:</i> Time required for reviewing and providing feedback on the planting design of the project.</p>			
	<p><i>Fees:</i> An additional £312,500 is needed for (but not limited to) external specialist design support, public consultation materials and costs, consultation support, independent design reviews and engagement with interest transport groups and other stakeholder groups, and ongoing TfL highway modelling work.</p>			
	<p><b>Costed Risk Provision requested for this Gateway:</b> None. No funds have been allocated for the Risk Register in Appendix 3. The risks for the next phase of work are minimal and will be addressed through regular project activities.</p>			
<b>4. Overview of project options</b>	<p>1. Fleet Street is a significant east-west corridor for those walking, wheeling and cycling and for vehicular movements, including buses. The street also forms part of the main route for the Lord Mayor's Show and other ceremonial functions.</p>			

	<p>2. The need for wider pavements and an improved public realm was set out in the Fleet Street HSP. This anticipates the estimated 25% increase in workers to the area as a result local large-scale developments due to be completed in the next five years.</p> <p>3. Both the highway options below respond to this expected increase in workers and visitors to the Fleet Street area by seeking to maximise pavement space and deliver a high-quality public realm.</p> <p><b><u>Transforming Fleet Street highway design options</u></b></p> <p>4. Two highway design options for Fleet Street have been developed to meet the project objectives and align with stakeholder and policy aspirations to create an enhanced street environment.</p> <p>5. The highway design options have been developed in conjunction with the TfL's Road Network, Buses, Traffic Management and Traffic Signals teams, who have been engaged throughout the traffic modelling process to date. In order to progress a highway option to implementation, the City would submit a Traffic Management Application (TMAN) to TfL for approval as Fleet Street forms part of the Strategic Road Network, for which TfL are responsible.</p> <p>6. For both highway design options, the feasibility traffic modelling has been undertaken with recent traffic flow information. This enables Officers to understand what changing the street with today's traffic flows would mean for local journey times. This further allows the different options to be compared to one another.</p> <p>7. At this stage the feasibility modelling suggests that both options are viable with today's level of traffic. More detailed modelling will be needed in due course to fully assess a preferred highway design option and secure TfL approval.</p> <p><b><i>Highway Design Option 1</i></b></p> <p>8. Highway Option 1 offers the potential for a significant level of change to the area and could provide an additional 1064m<sup>2</sup> of pavement space, equivalent to an area of approximately 4 tennis courts. On average, the proposed footway widening would be between 1.5m to 2m.</p> <p>9. To enable this level of pavement widening, Option 1 would require the removal of the eastbound bus lane. The initial traffic modelling suggests that the removal of the eastbound bus lane would have a minor impact on bus journey times.</p>
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	<p>However, bus journey time reliability is a key consideration for TfL.</p> <p>10. To ensure minimal impact on existing bus journey times, restrictions to general traffic travelling eastbound on Fleet Street towards Ludgate Circus are proposed. This traffic restriction would apply to eastbound through traffic between New Fetter Lane and Farringdon Street/Ludgate Circus. It is proposed that this would be a 24-hour 7-days a week restriction. Access for buses, taxis and cycles would be permitted. It is proposed to also allow vehicles requiring local access for servicing and deliveries on Fleet Street and the streets to the south of Fleet Street between New Fetter Lane and Salisbury Court. This retains access into the Temples and Whitefriars area. Vehicles exiting onto Fleet Street would exit in a westbound direction under this proposal.</p> <p>11. The removal of the bus lane provides the opportunity for significant reallocation of carriageway space to benefit the expected increase in workers and visitors walking and wheeling, improving Pedestrian Comfort Levels (PCLs) where pavement congestion levels are predicted to be the highest.</p> <p>12. PCLs have been assessed at 11 key locations along Fleet Street, with three locations having a PCL score of B or higher for the existing layout. The proposed changes to the pavement widths, in Option 1, results in a PCL score of B or higher at eight locations. The City's Transport Strategy aims to have a minimum pedestrian comfort level of B+.</p> <p>13. The feasibility traffic modelling undertaken to date suggests that the eastbound traffic restriction will have a minor impact on general traffic journey times of less than one minute. The average delay to scheduled bus services across the area of study is less than 30s across the AM and PM peaks. Further focus on mitigation measures to reduce any journey time impacts will be undertaken in the next phase of work.</p> <p>14. Option 1 includes an additional signalised crossing point at Shoe Lane, ensuring the needs of people walking and wheeling are accounted for and linking desire lines through the area. The proposed additional crossing does not impact on bus and general traffic journey times.</p> <p>15. This Option provides the opportunity to enhance local cycle infrastructure and the safety of people cycling. For people cycling eastbound a cycle gate on the eastbound approach at Fetter Lane is included in the proposal. A cycle gate provides people cycling with a large waiting area with</p>
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	<p>separate, traffic-controlled entry points for people cycling and motor vehicles. As such this, this would provide people cycling priority at the traffic lights on the approach to the traffic restriction at Fetter Lane, allowing them to get ahead of the motor vehicles that would be turning left.</p> <p>16. For people cycling westbound, a lined cycle lane is proposed. This would meet the required level of service for the traffic volumes on Fleet Street with the restriction in place.</p> <p>17. Overall, the reduction in traffic achieved by implementing the eastbound through traffic restrictions, maintains/improves eastbound bus journey times while maximising the opportunity for pavement widening and retaining access for the local area. This provides the greater opportunity to introduce planters, trees and other greening, as well as more space for people to walk, wheel, rest and enjoy the length of Fleet Street.</p> <p>18. Initial diversion routes, for general traffic impacted by the proposed traffic restriction, have been developed. Officers are working through the finer detail to finalise the diversion routes ahead of planned public consultation in spring 2026. Initial modelling shows minimal impacts on general traffic journey times, as demonstrated in Appendix 5. Journey times, for diverted traffic, is forecast to be less than one minute. During the AM peak, it is anticipated approximately 100 vehicles will be rerouted with the proposed eastbound traffic restriction at Fetter Lane, and approximately 80 vehicles in the PM peak.</p> <p>19. Highway Option 1 has been developed around the highway requirements for the annual Lord Mayor's Show, as well as other ceremonial requirements, and these are accommodated in the proposal. However, more detail would be developed if this option were to be taken forward.</p> <p><b>Highway Design Option 2</b></p> <p>20. Highway Option 2 does not propose a traffic restriction, and the bus lane will remain in situ. As such, there is less carriageway space available to be repurposed to widen the pavements than in Option 1. However, an additional 830m<sup>2</sup> of footway space, equivalent to an area of approximately 3 tennis courts, could potentially be provided with this option. On average, the proposed footway widening would be between 1m to 1.5m.</p> <p>21. The increase in pavement space would focus more on pedestrian movement in this option, but opportunities to</p>
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	<p>include some planters, trees, seating and cycle racks would be possible and developed in more detail as the design progresses.</p> <p>22. The proposed improvement to pavement widths, in Option 2, results in a PCL score of B or higher at six locations compared to the existing baseline of 3 locations of the 11 locations surveyed. Pedestrian crossing improvements would be undertaken including an additional signalised crossing point at Shoe Lane, ensuring the needs of people walking and wheeling are accounted for and linking desire lines through the area.</p> <p>23. In Option 2 people cycling eastbound would continue to share the bus lane. Those travelling westbound would continue to share the traffic lane. There would be no significant improvement for people cycling along this corridor under this option, although the cycle gate for people cycling eastbound would still be provided, giving greater priority for people cycling at this junction.</p> <p>24. A more detailed description of both highway design options is set out in the Options Appraisal Matrix and in Appendix 4.</p> <p><b><u>Fleet Street Public Realm Concept Designs</u></b></p> <p>25. Bradley-Hole Schoenaich Landscape Architects (BHSLA) were commissioned to design RIBA Stage 2 public realm concept designs, with a focus on the soft and hard landscaping design elements.</p> <p>26. The concept designs can be applied to either Option 1 and Option 2, but to different scales. They align with the City Corporation's Public Realm Toolkit and Lighting Strategy and are informed by radar and utility surveys to understand the potential opportunity for planting along Fleet Street.</p> <p>27. These concept designs have taken into account the feedback from the recent engagement exercise, which is expanded on below in paragraphs 34 to 41. The FSQ BID aspirations, including those set out in their placemaking and public realm strategy, have also been taken into consideration.</p> <p>28. In deciding the final location of any planters, consideration will be given to factors such as ensuring the placement of planters does not impede on the potential to improve PCLs, accessibility impacts, locations where people are most likely to want to stop and spend time and the location of</p>
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	<p>underground utilities. The public realm concept designs are shown in Appendix 6.</p> <p>29. It is important to note to ensure that the views of St. Paul's Cathedral are maintained from Fleet Street, the location of any trees will be carefully reviewed and positioned. Tree species will be considered for height and canopy width. As the project progresses, City Officers will continue to work closely with Planning colleagues to ensure views of St. Paul's Cathedral are maintained.</p> <p>30. Given the historic nature of Fleet Street, BHSLA were commissioned to design planter, seating and pavement options with integrated historical interpretations, with a focus on the historic association with journalism and the modern printing press.</p> <p>31. This work, which is shown in Appendix 7, and was well-received by stakeholders in the recent engagement sessions.</p> <p>32. The concept designs present opportunities for enhanced lighting and explores the opportunity for integrating wayfinding along the street with a range of options, such as wall mounted wayfinding.</p> <p>33. There are several historic lanes and alleyways to the north and south of Fleet Street. A separate project is developing proposals to enhance a number of these. The concept public realm designs for this project, include more prominent and welcoming entrances to these lanes and alleyways. This includes enhanced lighting and improved entrance pavement threshold stones, illustrating the historic nature of the lanes and alleyways and improving their visibility. These designs are shown in Appendix 8.</p> <p><u>Stakeholder Engagement and Workshops</u></p> <p>34. Officers have been regularly updating key stakeholders on the project via the Fleet Street Area Working Group. Working Group Members include Ward Members, the FSQ BID, local developers and TfL.</p> <p>35. City Officers held three engagement sessions in September and October 2025 for local stakeholders, including businesses that front Fleet Street.</p> <p>36. Two engagement workshops were attended by a total of 60 local businesses and FSQ BID representatives. For local</p>
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	<p>businesses unable to attend these workshops, a drop-in engagement session was held in early-October 2025.</p> <p>37. In the workshops, stakeholders were invited to share feedback on the draft public realm designs, including the design elements they liked and areas that needed further improvement. They were also asked to feedback on anything that they felt was missing from the designs.</p> <p>38. Businesses were also asked to complete a short survey outlining loading and servicing requirements, as well as indicate where loading and servicing currently takes place. City Officers will take these loading and servicing requirements into consideration as the public realm and highway designs progress. City Officers will also continue to engage with local businesses to assess and understand servicing and operational needs.</p> <p>39. Overall, feedback from the stakeholder engagement sessions was positive, with the public realm concept designs being well received. A summary of stakeholder feedback can be found in Appendix 9.</p> <p>40. It is proposed to undertake a wider public consultation in spring 2026 to seek feedback on the proposals and to ensure that they are reflective of the wider community needs. This exercise will include drop-in sessions, on-street information totems, a project webpage and engagement platform and a leaflet drop to gather stakeholder opinions on the latest highway, and public realm design.</p> <p>41. Engagement to date has been internal to City Officers in regard to the physical requirements for the Lord Mayor Show. Prior to the public consultation, Officers will engage directly with the Pageantmaster on the finer details of the shows requirements to be included in the development of the detailed design.</p> <p><u>Healthy Streets and CoLSAT</u></p> <p>42. To aid in the development of the design, Officers undertook baseline Healthy Streets and CoLSAT assessments and have assessed highways options. The results of the assessment are shown in Appendix 10 and 11.</p> <p>43. Fleet Street currently scores poorly in both CoLSAT and Healthy Streets assessments, highlighting significant accessibility and environmental challenges. Key junctions such as Chancery Lane and Fetter Lane present significant issues for people with reduced mobility, visual impairments,</p>
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	<p>and other accessibility needs due to steep kerbs, worn tactile paving, narrow footways, and uneven gradients. The Healthy Streets assessment also revealed low scores (20 and 30 out of 100 across two sections), citing inadequate cycle infrastructure, poor surfacing, limited places to rest, and high noise levels from traffic.</p> <p>44. The proposed improvements aim to address these deficiencies by widening footways, enhancing crossings, introducing greening and seating, and improving lighting and wayfinding. These changes are expected to significantly improve both CoLSAT and Healthy Streets scores, with a full reassessment planned for the next Gateway report following public consultation and further design development.</p> <p><u>Equalities Impact Assessment (EqIA)</u></p> <p>45. An EqIA has been undertaken to determine the opportunities and constraints of the project, as they impact people with protected characteristics. The EqIA assessed the highway design Option 1, given the proposed changes to the highway layout.</p> <p>46. The proposed changes to Fleet Street are anticipated to positively impact all users, particularly the elderly, young and those with disabilities. In particular, changes to the footway width, improved cycle facilities, and overall highway layout changes, along with new planting and additional seating, are expected to contribute to cultivating a diverse and inclusive environment for people living, working, studying and visiting the City.</p> <p>47. Key findings from the EqIA note that the following impacts should be reviewed and mitigated, if feasible:</p> <ul style="list-style-type: none"> <li>• Bus lane removal: proposed removal of the bus lane in Option 1 may increase bus journey times, which may disproportionately impact users across the protected characteristics groups, who are more likely to rely on buses as their primary mode of travel. Longer and less reliable journeys may reduce accessibility to nearby facilities.</li> <li>• Traffic restrictions: The proposed vehicle traffic restrictions in Option 1 may increase general journey times for those impacted by the restrictions. This may disproportionately impact users across the protected characteristics groups, who may rely on private vehicles as their primary mode of travel.</li> <li>• Cycle facilities: The proposed improvements to cycle facilities offer a limited level of protection may not be enough to make cycling feel safe or appealing and may</li> </ul>
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	<p>not increase uptake along the protected characteristic groups.</p> <ul style="list-style-type: none"> <li>• Loading bays: The proposed addition of loading bays at various locations along the footway could pose a road safety issue as motor vehicles will be level with pedestrians. Disabled or elderly users who are more likely to have visual impairments or young children who do not understand the distinction may be less aware that the footway transitions into a parking bay, posing a safety risk.</li> </ul> <p>48. To mitigate and address the above, the EqlA recommends working with TfL Buses to ensure that journey times are not severely impacted by the project, as well as review the provision for cycle segregation.</p> <p>49. Specific to proposed design of the loading bays, the EqlA recommends clearly demarcating the location of the bay to ensure people who visual impairment, people who are neurodiverse, and the very young are able to navigate the bays.</p> <p>50. Lastly, the report notes that public consultation should be undertaken as the project designs progress and evolve.</p> <p>51. The EqlA can be found in Appendix 12. This will be updated as the project progresses.</p> <p><u>Section 278 schemes along Fleet Street already underway</u></p> <p>52. There are several ongoing developments along Fleet Street. Section 278 works for the Salisbury Square Development is due to be complete in 2026. Consideration of the realignment of the kerbs in this section with the overall Fleet Street vision has been taken into consideration in both sets of designs and there is no abortive works.</p> <p>53. Section 278 agreements for 120 Fleet Street and 65 Fleet Street include a condition for developers to ensure kerb line alignment along Fleet Street are in line with those shown in Appendix 4, if required.</p>
<p><b>5. Recommendation</b></p>	<p><u>Next steps</u></p> <p>54. It is recommended to take forward both highway options to the next stage of public consultation and highway and design development.</p> <p>55. City Officers will continue to work with the TfL Road Network, Buses, Traffic Management and Traffic Signals Teams to develop the model audit process.</p>

56. City Officers will prepare for a public consultation and engagement exercise in spring 2026. The public consultation provides the opportunity to provide feedback on the proposed highway design layout and the public realm designs. A consultation report will be included within the Gateway 4 report, for autumn/winter 2026.

#### Funding Strategy

57. An application for CIL funding for the Transforming Fleet Street project was approved in December 2024 for £9m, which has enabled the project's funding strategy to be finalised as detailed in Appendix 2.

58. The FSQ BID have agreed to commit £500k to the project. It is envisioned that BID's funding contribution will contribute towards the design and implementation of the public realm, greening, seating and cultural/historical design elements of the project.

#### Legal Implications

59. In exercising the City Corporation's functions as traffic authority and taking a decision, the City are required to comply with the duty in Section 122 of the Road Traffic Regulation Act which requires the traffic authority, in exercising its traffic authority functions, to secure the expeditious, convenient, and safe movement of vehicular and other traffic (including pedestrians), so far as practicable having regard to: (a) the desirability of securing and maintaining reasonable access to premises (b) the effect of amenities of any locality affected (bb) the national air quality strategy (c) the importance of facilitating public service vehicles and of securing the safety and convenience of persons using or desiring to use such vehicles (d) any other relevant matters.

60. Under Section 149 of the Equality Act 2010 the public sector equality duty requires public authorities to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations between those who share a protected characteristic (i.e., race, sex, disability, age, sexual Version 2 – March 2019 orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment) and those who do not

	<p>61. As part of the duty to have “due regard” where there is disproportionate impact on a group who share a protected characteristic, the City Corporation should consider what steps might be taken to mitigate the impact, on the basis that it is a proportionate means which has been adopted towards achieving a legitimate aim.</p> <p>62. The current equalities analysis is in Appendix 12 and will be updated as the project progresses taking every opportunity to mitigate any potential negative impacts as the design progresses.</p> <p><u>Next Reporting Steps</u></p> <p>63. It is envisioned that a Gateway 4 will be submitted to Members in autumn 2026/winter 2027.</p>
<p><b>6. Risk</b></p>	<p>64. No costed risk provision is requested at this stage. The Risk Register in Appendix 3. The risks for the next phase of work are minimal and will be addressed through regular project activities.</p> <p>65. The top risks, as shown in the Risk Register, are as follows:</p> <ul style="list-style-type: none"> <li>• Underground infrastructure and utilities may reduce the opportunity to extend the footways</li> <li>• Project cost escalation due to unforeseen construction costs, redesign of highway or public realm elements, etc.</li> <li>• Stakeholder objections to the proposed highway and public realm design</li> <li>• TfL Buses object to the removal of the bus lane (eastbound), as per Option 1</li> <li>• Additional surveys/data collection required for the verification of the highway and public realm design</li> </ul> <p>66. As the project moves forward to construction, the risk profile is expected to be like other City highway projects. However, due to the project's size, the eventual risk sum based on previous projects is expected to be around £1 million. This will need to be accommodated within the available funding and so a costed Risk Register will be developed alongside the highways design to ensure it is affordable. This register will then be submitted for approval as part of the next Gateway report.</p> <p>67. Further information is available in the Risk Register (Appendix 3) and Options Appraisal.</p>

<b>7. Procurement approach</b>	<p>68. The design and project management will continue to be handled by the internal team of City Officers and engineers in the City Operations division. The City's current term contractor (FM Conway) will undertake the eventual construction work.</p> <p>69. Any other third-party engagement will follow standard City procurement rules as appropriate.</p>
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### **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Finance tables
<b>Appendix 3</b>	Risk Register (Option 1)
<b>Appendix 4</b>	Highway Design Options
<b>Appendix 5</b>	General Traffic Journey Times (Option 1)
<b>Appendix 6</b>	Public Realm Design Options (by request)
<b>Appendix 7</b>	Historical and Cultural Design Interpretations (by request)
<b>Appendix 8</b>	Fleet Street Lanes and Courts Entryway Treatments (by request)
<b>Appendix 9</b>	Stakeholder Engagement Workshop Summary Report (by request)
<b>Appendix 10</b>	CoLSAT (by request)
<b>Appendix 11</b>	Healthy Streets Assessment (by request)
<b>Appendix 12</b>	Equality Impact Assessment (by request)

### **Contact**

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## Options Appraisal Matrix

<i>Option Summary</i>	<i>Option 1</i>	<i>Option 2</i>
<p><b>1. Brief description of option</b></p>	<p>To enhance the Fleet Street area, with a focus on improving the experience for people walking, wheeling, cycling and spending time on the street.</p> <p>To enable this, changes to traffic movements will be necessary to allow for wider pavements, crossing improvements and public realm improvements. These transformative changes will accommodate the changing needs of the Fleet Street area and better accommodate the expected increase in people working in and visiting the area.</p> <p>Option 1 could deliver the following:</p> <ul style="list-style-type: none"> <li>• <b><i>Transport and Highway Designs</i></b> <ul style="list-style-type: none"> <li>- Opportunity for pavement widening of between 1.5m – 2m, on each side of Fleet Street for the majority of the street, the equivalent of just over four tennis courts in additional pavement space</li> <li>- Widening and lengthening of a westbound cycle lane. Opportunity to provide cycle parking.</li> <li>- Eastbound traffic restrictions, while retaining local access and servicing, with minimal journey time impacts on general vehicular traffic</li> </ul> </li> </ul>	<p>To enhance the Fleet Street area, with a focus on improving the experience for people walking, wheeling, cycling and spending time on the street.</p> <p>To enable this, it will be necessary to allow for wider pavements, crossing improvements and public realm improvements. These transformative changes will accommodate the changing needs of the Fleet Street area and better accommodate the expected increase in people working in and visiting the area.</p> <p>Option 2 could deliver the following:</p> <ul style="list-style-type: none"> <li>• <b><i>Transport and Highway Designs</i></b> <ul style="list-style-type: none"> <li>- Opportunity for pavement widening of between 1.0m – 1.5m, on each side of Fleet Street for the majority of the street, the equivalent of just over three tennis courts of additional pavement space</li> <li>- Retention of existing bus lane and traffic and cycle arrangements (i.e. there are no new traffic restrictions)</li> </ul> </li> </ul> <p>The extent to which the following can be achieved will be developed with more detailed</p>



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	<ul style="list-style-type: none"> <li>- Removal of the existing bus lane, with minimal impacts on the bus servicing times on Fleet Street by adding traffic restriction for eastbound through traffic</li> <li>- Opportunity to consolidate loading and servicing activity for local businesses, without impacting footway widths</li> </ul> <p>The extent to which the following can be achieved will be developed with more detailed design but within option 1 there is more opportunity with a greater amount of repurposed carriageway to reallocate.</p> <ul style="list-style-type: none"> <li>• <b>Public Realm Designs</b> <ul style="list-style-type: none"> <li>- Introduction of trees along Fleet Street</li> <li>- Introduction of planters and other greening</li> <li>- Opportunity for the introduction of seating and benches, providing people with the opportunity to stop and rest</li> <li>- Enhanced lighting provisions, with a focus on evening/night lighting</li> </ul> </li> <li>• <b>Historical Interpretation and Wayfinding</b> <ul style="list-style-type: none"> <li>- Introduction of historical and cultural interpretations built into the public realm (i.e. seating, planters, etc.)</li> <li>- Enhanced wayfinding, highlighting the various cultural destinations within the area</li> </ul> </li> </ul>	<p>design but within Option 2 there is more limited opportunity than in Option 1 as there is less repurposed carriageway to allocate.</p> <ul style="list-style-type: none"> <li>• <b>Public Realm Designs</b> <ul style="list-style-type: none"> <li>- Opportunity for the introduction of some trees across Fleet Street</li> <li>- Opportunity for the introduction of a limited number of planters and other greening</li> <li>- Opportunity for the Introduction of seating and benches, providing people with the opportunity to stop and rest</li> <li>- Enhanced lighting provisions, with a focus on evening/night lighting</li> </ul> </li> <li>• <b>Historical Interpretation and Wayfinding</b> <ul style="list-style-type: none"> <li>- Opportunity to introduce historical and cultural interpretations built into the public realm (i.e. seating, planters, etc.)</li> <li>- Enhanced wayfinding, highlighting the various cultural destinations within the area</li> </ul> </li> </ul>

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<b>2. Scope and exclusions</b>	<p>Exclusions</p> <ul style="list-style-type: none"> <li>• Ludgate Circus junction is excluded from the project, as this is a TfL TLRN junction.</li> <li>• Entryway treatments for the Fleet Street Lanes and Courts will be undertaken as part of the Transforming Fleet Street project. However, public realm changes to the lanes and alleyways are excluded from the project. Public realm changes to several lanes and alleyways, north on Fleet Street, are currently being explored through a separate project.</li> </ul>	
<b>Project Planning</b>		
<b>3. Programme and key dates</b>	<p>Programme and key dates include the following:</p> <ul style="list-style-type: none"> <li>• Gateway 3: December 2025</li> <li>• RIBA Stage 3/4 development (detailed design): Winter 2025/2026</li> <li>• Highway options design development: Winter 2025/2026</li> <li>• Public consultation on highway design options and public realm designs: Spring 2026</li> <li>• Gateway 4: Autumn 2026/Winter 2027</li> <li>• Detailed design and construction design development: Autumn 2026 – Winter 2026/2027</li> <li>• Gateway 5 and commencement of construction: Winter/Spring 2027</li> <li>• Project construction: Spring/Summer 2027</li> <li>• Construction complete and project close: 2029</li> </ul>	
<b>4. Risk implications</b>	<p>Overall project option risk: Medium</p> <p>Key project risks:</p> <ul style="list-style-type: none"> <li>• <i>Underground infrastructure and utilities may reduce the opportunity to extend the footways:</i> Risk may result in project delays and cost escalation, redesign of footway widths and different highway and public realm designs may need to be explored.</li> </ul>	

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	<ul style="list-style-type: none"> <li>• <i>Project cost escalation due to unforeseen construction costs, redesign of highway or public realm elements, etc.:</i> Risk may result in unsustainable project costs and may delay project progress. Risk may further result in reduced project scope.</li> <li>• <i>Stakeholder objections to the proposed highway and public realm design:</i> Risk may result in overall project delays, as different highway and public realm designs will need to be explored.</li> <li>• <i>(Option 1 only) TfL Buses object to the removal of the bus lane (eastbound):</i> Risk may result in overall project delays if required planned engagement with TfL Buses does not proceed as expected.</li> <li>• <i>Additional surveys/data collection required for the verification of the highway and public realm design:</i> Risk may result in overall project delays to the project if additional data and/or surveys are required to validate the project designs.</li> </ul> <p>The risk profile is expected to be like other City highways projects. Further information available within the risk register (Appendix 3).</p>	
<b>5. Stakeholders and consultees</b>	<p>Stakeholders and consultees include the following:</p> <ul style="list-style-type: none"> <li>• City Officers (City Highways, City Gardens, Chamberlains, Policy &amp; Strategy, Transport &amp; Public Realm, Planning, City Pageantmaster)</li> <li>• City Members (Castle Baynard, Farringdon Without and Farringdon Within wards) and City Committees (i.e. Streets &amp; Walkways Sub-Committee, etc.)</li> <li>• Fleet Street Area Programme Working Group</li> <li>• FSQ BID</li> <li>• Transport for London (TfL Road Network Team, TfL Buses, Traffic Management and Traffic Signals Teams)</li> <li>• Developers, local occupiers and local businesses</li> <li>• Local cultural institutions (i.e. Dr Johnson's House, St. Paul's Cathedral)</li> <li>• Westminster City Council and Camden Council</li> </ul>	

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	<ul style="list-style-type: none"> <li>• Transport Groups and Heritage Groups</li> <li>• City of London Police and His Majesty's Courts and Tribunal Services (HMCTS)</li> <li>• Residents</li> <li>• City Workers</li> </ul>	
<b>6. Benefits of option</b>	<p>Benefits of Option 1 include the following:</p> <ul style="list-style-type: none"> <li>• <b>Transport and Highway Designs</b> <ul style="list-style-type: none"> <li>- Improved Pedestrian Comfort Levels due to widened pavements. Could improve PCL's to at least a B for 8 locations out of 11 surveyed.</li> <li>- Improved accessibility for people walking and wheeling due to the raised crossing sections, widened footways and additional crossing points</li> <li>- Opportunity to better meet the servicing needs of local businesses, through consolidated servicing provisions</li> <li>- Improved cycle infrastructure and cycle safety, through an extended westbound cycle lane and introduction of a bus gate eastbound at the junction with Fetter Lane</li> </ul> </li> </ul> <p>The extend to which the following can be achieved will be developed with more detailed design, but within Option 1 there is more opportunity with a greater amount of repurposed carriageway to reallocate.</p>	<p>Benefits of Option 2 include the following:</p> <ul style="list-style-type: none"> <li>• <b>Transport and Highway Designs</b> <ul style="list-style-type: none"> <li>- Improved Pedestrian Comfort Levels due to the widened pavements. Could improve PCL levels to at least a B score for 6 of the 11 locations surveyed.</li> <li>- Improved accessibility for people walking and wheeling due to the raised crossing sections, widened footways and additional crossing points.</li> <li>- Opportunity to better meet the servicing needs of local businesses, through consolidated servicing provisions</li> <li>- Improved cycle infrastructure and safety with the introduction of a bus gate eastbound at the junction with Fetter Lane.</li> </ul> </li> </ul> <p>The extend to which the following can be achieved will be developed with more detailed design, but within Option 2 there is more limited</p>

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>
	<ul style="list-style-type: none"> <li>• <b>Public Realm Designs</b> Wider pavements will be focused with a priority for movement. Then the following can be considered: <ul style="list-style-type: none"> <li>- Improved shade with tree planting, as well as the inclusion of seating</li> <li>- Improved greening with the introduction of trees and planters</li> <li>- With the wider pavements, the highways environment may be more able to accommodate the increase in footfall arising from nearby upcoming and future developments</li> <li>- If Sustainable Urban Drainage Systems are possible this may result in a more sustainable highway environment where surface water could be used for irrigation purposes and may reduce surface water runoff into the sewer system</li> <li>- Opportunity to review existing lighting levels, with a focus on enhancing evening/night lighting provisions</li> </ul> </li> <li>• <b>Historical Interpretations and Wayfinding</b></li> </ul>	<p>opportunity than in Option 1 as there is less repurposed carriageway to allocate.</p> <ul style="list-style-type: none"> <li>• <b>Public Realm Designs</b> Wider pavements will be focused with a priority for movement. Then the following can be considered: <ul style="list-style-type: none"> <li>- Improved shade with tree planting, as well as the inclusion of seating</li> <li>- Improved greening with the introduction of trees and planters</li> <li>- If Sustainable Urban Drainage Systems are possible this may result in a more sustainable highway environment where surface water could be used for irrigation purposes and may reduce surface water runoff into the sewer system. However, there is limited opportunity to include this provision due to limited footway space.</li> <li>- Opportunity to review existing lighting levels, with a focus on enhancing evening/night lighting provisions</li> </ul> </li> <li>• <b>Historical Interpretations and Wayfinding</b></li> </ul>

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>
	<ul style="list-style-type: none"> <li>- Introduction of historical and cultural interpretations built into the public realm (i.e. seating, planters, etc.)</li> <li>- Enhanced wayfinding, highlighting the various cultural destinations within the area</li> <li>- Enhanced and improved wayfinding, resulting in approved accessibility, especially at the entrances of the Fleet Street lanes and alleyways</li> </ul>	<ul style="list-style-type: none"> <li>- Introduction of historical and cultural interpretations built into the public realm (i.e. seating, planters, etc.)</li> <li>- Enhanced wayfinding, highlighting the various cultural destinations within the area</li> <li>- Enhanced and improved wayfinding, resulting in approved accessibility especially at the entrances of the Fleet Street lanes and alleyways</li> </ul>
<b>7. Disbenefits of option</b>	<p>Potential disbenefits of Option 1 include the following:</p> <ul style="list-style-type: none"> <li>• General traffic restrictions eastbound on Fleet Street may result in longer travel times for vehicle users</li> <li>• Removal of bus lane may impact bus journey times and bus users</li> </ul>	<p>Potential disbenefits of Option 2 include the following:</p> <ul style="list-style-type: none"> <li>• Limited ability to improve the cycle provision along this corridor</li> <li>• Loading pads are likely to encroach more on the existing pavement space as the pavement widening is not wide enough to accommodate this activity fully</li> <li>• In comparison to Option 1 the opportunity for public realm enhancements would be fewer as there is less space for reallocation, but this option is still an enhancement compared to the existing situation</li> </ul>

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<b>Resource Implications</b>		
<b>8. Total estimated cost</b>	Cost range: £9m - £10.5m The project is to be delivered within the approved funding, as set out below.	
<b>9. Funding strategy</b>	£9m – Confirmed CIL funding, following a successful bid approved by the Resource and Allocation Sub-Committee on July 11 <sup>th</sup> 2024 £1m – Section 278 funding from developments within the area £500k – Committed funding from the FSQ BID. City Officers are working with the FSQ BID to determine how the funding commitment will be allocated towards the project (i.e. seating, historical and cultural designs, etc.)	
<b>10. Investment appraisal</b>	N/A	
<b>11. Estimated capital value/return</b>	N/A	
<b>12. Ongoing revenue implications</b>	The commuted maintenance for any greening and trees will need to be accommodated within the available budget. Once the details are confirmed, the sum required can be calculated.	
<b>13. Affordability</b>	All City CIL and S.106 funding is confirmed. Funding from the FSQ BID has been committed and approved by the FSQ BID Board.	
<b>14. Legal implications</b>	The proposed scheme would require changes to the street's Traffic Management Order(s) and it is considered that the City would be acting within its authority under the Road Traffic Regulation Act 1984 and Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996. This sets out circumstances in which a local authority must hold a public inquiry if it receives an objection which is not	

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	considered frivolous, irrelevant or withdrawn. As any changes to the Traffic Management Orders are likely to fall within these circumstances, the risk of a public inquiry is present.	
<b>15. Corporate property implications</b>	N/A	
<b>16. Traffic implications</b>	<p>Overall traffic implications: Removal of eastbound bus lane, footway widening, introduction of westbound cycle lane, eastbound motor vehicle restriction upgrade of existing traffic signal infrastructure and a new pedestrian crossing.</p> <p>Formal TMAN approval will be required from TfL.</p> <p>A formal statutory consultation will be undertaken in relation to Traffic Management Orders that are required to facilitate proposed highway changes.</p> <ul style="list-style-type: none"> <li>• Pedestrian amenity: 1.5m – 2m of footway widening for each side of the majority of Fleet Street. Reduction of crossing distance across Fleet Street through footway widening. New pedestrian crossing at Shoe Lane.</li> <li>• Cycle amenity: No eastbound cycle lane provided, however eastbound motor vehicle restriction will be in place resulting in low traffic flows. Cycle gate on the eastbound approach to Fetter Lane. Westbound cycle lane to be</li> </ul>	<p>Overall traffic implications: Retention of eastbound bus lane, footway widening, upgrade of existing traffic signal infrastructure and a new pedestrian crossing.</p> <p>Formal TMAN approval will be required from TfL.</p> <p>A formal statutory consultation will be undertaken in relation to Traffic Management Orders that are required to facilitate proposed highway changes.</p> <ul style="list-style-type: none"> <li>• Pedestrian amenity: 1m-1.5m of footway widening for each side of the majority of Fleet Street. Reduction of crossing distance across Fleet Street through footway widening. New pedestrian crossing at Shoe Lane.</li> <li>• Cycle amenity: No new cycle lanes provided; however, cyclists can continue to use eastbound bus lane. Cycle gate on</li> </ul>



<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>
	<p>extended and widened. Opportunity for new cycle parking.</p> <ul style="list-style-type: none"> <li>Public transport: Eastbound bus lane removed, with eastbound motor vehicle restriction in place. No significant changes to the bus journey times. Bus shelters to be explored on widened footway.</li> <li>Kerbside provision: Opportunity for loading pads that would not encroach on existing pavement space.</li> <li>General traffic: Restricted general traffic eastbound on Fleet Street, with reassignment to/from Fetter Lane.</li> </ul>	<p>the eastbound approach to Fetter Lane. Opportunity for limited cycle parking.</p> <ul style="list-style-type: none"> <li>Public transport: No significant changes to bus journey times and retention of the bus lane.</li> <li>Kerbside provision: Opportunity for loading pads, but would encroach on the existing pavement space.</li> <li>General traffic: No significant impact to general traffic.</li> </ul>
<b>17. Sustainability and energy implications</b>	<p>The highways materials to be used are from the City's Public realm design toolkit and they have been assessed to reduce their carbon footprint. Should the opportunity present itself, the opportunity of Sustainable Urban Drainage Systems will be considered, alongside other climate resilience measures. The water collected by these systems can be used for irrigation purposes on any greening and tree planting, as well as reducing pressure on the sewer system.</p>	
<b>18. IS implications</b>	N/A	
<b>19. Equality Impact Assessment</b>	<p>As a Public Authority, the City must have due regard to equality considerations when exercising its functions (section 149 Equality Act 2010). With seven out of the nine protected characteristics (Age, Disability, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation) likely to see some change, an independent Equalities Impact Assessment (EqIA) has been undertaken to assess project impacts. The EqIA will be used to inform the ongoing designs and will be reviewed as the detailed designs of the project evolve.</p>	

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	The EqlA can be found in Appendix 12.	
<b>20. Data Protection Impact Assessment</b>	Standard data protection requirements will be followed during the public consultation and engagement exercise.	
<b>21. Recommendation</b>	<i>Recommended</i>	<i>Recommended</i>