



Resource Allocation Sub (Policy and Resources) Committee

Date: THURSDAY, 2 MAY 2019

Time: 12.00 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Catherine McGuinness (Chairman)
Jeremy Mayhew (Deputy Chairman)
Deputy Keith Bottomley
Deputy Jamie Ingham Clark
Henry Colthurst
Simon Duckworth
Marianne Fredericks
Christopher Hayward
Deputy Edward Lord
Deputy Joyce Nash
Deputy Dr Giles Shilson
Deputy Tom Sleigh
Alderman William Russell
Sir Michael Snyder
Deputy John Tomlinson
Alderman Sir David Wootton

Enquiries: Emma Cunnington
tel. no.: 020 7332 1413
emma.cunnington@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

**John Barradell
Town Clerk and Chief Executive**

AGENDA

1. **APOLOGIES**

2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**

- a) To agree the public minutes and non-public summary of the Sub-Committee meeting held on 14 March 2019.

For Decision
(Pages 1 - 6)

- b) To agree the public minutes and non-public summary of the Sub-Committee meeting held on 8 April 2019.

For Decision
(Pages 7 – 12)

4. **DEFERRED SCHEMES TO BE REVISITED**

Report of the Chamberlain.

(TO FOLLOW)

For Decision

5. **LOCAL IMPLEMENTATION PLAN (LIP) DELIVERY PLAN 2019/20-2021/22**

Report of the Director of Economic Development.

For Information
(Pages 13 - 70)

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

8. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Local Government Act.

Part 2 – Non-Public Agenda

9. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the Sub-Committee meeting held on 8 April 2019.

For Decision
(Pages 71 - 72)

10. **DEFERRED SCHEMES TO BE REVISITED**

Report of the Chamberlain.

(TO FOLLOW)

For Decision

11. **MASTERPLAN PHASE 1 - CITY OF LONDON SCHOOL MASTERPLAN**

Joint report of the City of London School and the City Surveyor.

For Decision
(Pages 73 - 208)

12. **ADDITIONAL RESOURCES REQUEST**

Report of the Commissioner, to be read in conjunction with a resolution of the Police Committee.

(TO FOLLOW)

For Decision

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 14 March 2019

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 14 March 2019 at 12.00 pm

Present

Members:

Jeremy Mayhew (Deputy Chairman, in the Chair)	Deputy Joyce Nash
Sir Mark Boleat	Deputy Tom Sleigh
Deputy Keith Bottomley	Alderman William Russell
Deputy Jamie Ingham Clark	Sir Michael Snyder
Simon Duckworth	Deputy John Tomlinson
Marianne Fredericks	Alderman Sir David Wootton
Deputy Edward Lord	

In Attendance

Andrew McMurtrie
Jeremy Simons

Officers:

Caroline Al-Beyerty	- Deputy Chamberlain
Bob Roberts	- Director of Communications
Angela Roach	- Assistant Town Clerk
Emma Cunningham	- Town Clerk's Department
Simon Latham	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Henry Colthurst, Christopher Hayward, and Deputy Catherine McGuinness.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were none.

3. MINUTES

- a) The public minutes of the meeting of the Resource Allocation Sub-Committee held on 17 January 2019 were approved.
- b) The public minutes of the meeting of the Joint Meeting of the Resource Allocation Sub-Committee and the Efficiency & Performance Sub-Committee held on 17 January 2019 were noted.

4. **FUNDAMENTAL REVIEW: DESIGN PRINCIPLES AND GOVERNANCE**

The Committee considered a joint report of the Town Clerk and the Chamberlain which proposed a set of design principles for the forthcoming fundamental review process.

It was noted that the Policy & Resources Committee had already agreed to exclude from the scope of the fundamental review those major projects that had already been approved by the Court. The design principles would, therefore, need to be amended to reflect this.

Members stressed the importance of a framework being developed to help guide decisions, thereby ensuring that choices made were repeatable and consistent. It would be of particular importance to ensure that recommendations made to Members were explained fully, so that Members had clear options to choose from, a framework to guide both objective and subjective decision-making, and could determine allocations accordingly. Clear prioritisation criteria would also be essential.

It was also suggested that it might be helpful to include something on how the non-major capital projects would be approved, so that there was a differentiation between those which were to be funded by loans, those which were income-generating or had funding already allocated to them, or those which fell into neither category.

The question of Member involvement was discussed, with it noted that openness and transparency would be crucial in order to ensure buy-in across the Court and satisfy Members that a consistent and fair approach was being adopted. The Town Clerk suggested that a series of Workshops with Members, outside of the formal meeting process, might be the most effective way to achieve this, as many items would be cross-cutting in nature and highly detailed, so associated discussions might not fit well within the usual meeting structure.

Following discussion, it was agreed that authority should be delegated to the Town Clerk (in consultation with the Chairman and Deputy Chairman) to revise the principles in line with Members' comments, subject to them being circulated to the full Sub-Committee for comment prior to sign-off.

RESOLVED: That authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to revise and agree the design principles for the fundamental review.

5. **PRIORITIES INVESTMENT POT (PIP) - BIDS FOR CONSIDERATION**

The Sub-Committee considered a joint report of the Town Clerk and Chamberlain setting out recommended bids to the Priorities Investment Pot (PIP). It was noted that this would be the last PIP report, as the Pot was not being renewed for the coming year.

RESOLVED: That approval be given to the following bids:

1. Markets & Consumer Protection – Responsible Business Strategy – Air Quality – £110,000
2. Town Clerk's - Artwork Acquisition (income protection/generation) – £14,000
3. Guildhall School – Online Digital Instrumental Teaching - £195,000
4. Community and Children Services -
 - 1) Dragon Café (Mental Health Group) – £80,000
 - 2) Social Worker and Systemic Practitioner – £15,000
 - 3) Education Services Company – £55,000
 - 4) Pilot Summer School Enrichment Programme - Social Mobility – £100,000
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was one urgent item:

2019/20 Revenue Resource Budget Requests

The Sub-Committee considered a report of the Chamberlain concerning the prioritisation of requests for revenue budget funding for 2019/20 for City Fund and City's Cash.

Members considered the various unavoidable contract costs set out, noting that there was little choice but to accept them at this point in time. In particular, some specific extenuating and explanatory factors involving the street cleansing contract were discussed. However, it was observed that there would be an opportunity on a regular basis to review service levels associated with this and other contracts, which would allow for the ability to adjust costs if required.

The Sub-Committee proceeded to review the various budget requests set out in Appendix 1. During a wide-ranging discussion, Members noted that a sizeable proportion of the bids had already been approved by the Policy and Resources Committee and, in some cases, associated activities had already taken place. Following discussion, it was agreed that it would be inadvisable to seek to unpick the individual approvals at this point in time. Further, it was noted that the forthcoming fundamental review would provide an opportunity to review all allocations for future years; approvals at this point would, therefore, constitute only a one-year commitment with an opportunity to review. However, it was noted that some decisions would need to be taken in the context of any political commitments already made in respect of longer-term funding.

A Member also commented on the Policy & Resources Committee's Contingency Fund, asking that consideration be given to increasing the size of

that fund moving forwards to allow the Committee greater flexibility in responding to emerging need.

RESOLVED: That Members:-

1. Accept bids of £5.2m for unavoidable contract costs as set out in the report, subject to evaluation as part of the fundamental review (£2.4m where funding has already been approved by Policy and Resources Committee; £1.5m for externally funded requests; and £2.2m for requests already agreed where funding has started already (totalling £11.3m), as set out in paragraph 8).
2. Agree the 2019/20 budget requests set out in the report for inclusion in the relevant base budget, detailed in appendix 1 and summarised in paragraph 9.
3. Approve the policy that no further base budget requests for 2019/20 will be approved unless there are exceptional circumstances.

8. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Paragraph No.
9a – 9b	3
12	2 & 3

9. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the meeting of the Resource Allocation Sub-Committee held on 17 January 2019 were approved.
- b) The non-public minutes of the joint meeting of the Resource Allocation and Efficiency and Performance Sub-Committees held on 17 January 2019 were noted.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

12. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting of the Resource Allocation Sub-Committee held on 17 January 2019 were approved.

The meeting ended at 1.00 pm

Chairman

Contact Officer: Gregory Moore
tel. no.: 020 7332 1399
gregory.moore@cityoflondon.gov.uk

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Monday, 8 April 2019

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources)
Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday,
8 April 2019 at 10.00 am

Present

Members:

Deputy Catherine McGuinness (Chairman)	Deputy Edward Lord
Jeremy Mayhew (Deputy Chairman)	Alderman William Russell
Deputy Keith Bottomley	Deputy John Tomlinson
Deputy Jamie Ingham Clark	Alderman Sir David Wootton
Marianne Fredericks	

In Attendance

Andrew McMurtrie

Officers:

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk & Director of Members' Services
Peter Lisley	- Director of Major Projects
Simon Latham	- Town Clerk's Department
Emma Cunnington	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Deputy Chamberlain
Philip Gregory	- Chamberlain's Department
Chris Bell	- Chamberlain's Department
Carolyn Dwyer	- Director of the Built Environment
Leah Coburn	- Department of the Built Environment
Emily Black	- Economic Development Office
Roland Martin	- Headmaster, City of London Freeman's School
Jonathan Poyner	- Barbican Centre
Darrell Lunt	- Barbican Centre

1. APOLOGIES

Apologies were received from Henry Colthurst, Simon Duckworth, Christopher Hayward, Deputy Joyce Nash, Alderman William Russell, Deputy Dr Giles Shilson, and Sir Michael Snyder.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

Deputy John Tomlinson declared an interest in Items 3 and 7 in relation to aspects concerning the Barbican Podiums, as a tenant of the Barbican Estate.

Deputy Jamie Ingham Clark's standing declaration concerning his status as a Church Warden at St Lawrence Jewry was also recorded in relation to the same two items.

3. CAPITAL FUNDING - INTERIM REVISED PRIORITISATION AND PROJECT FUNDING UPDATE

The Sub-Committee considered a report of the Chamberlain concerning arrangements for the prioritisation and funding of capital projects ahead of the forthcoming fundamental review process.

Members agreed the prioritisation criteria set out at paragraphs 6 and 7; however, it was observed that further detail would be necessary in respect of non-major capital projects which were income-generating or had funding of a "spend-to-save" nature and short payback terms, as the repayments or new income created would need to be factored in to longer-term cashflow forecasts.

A Member observed that it would be important to align policy and funding decisions, noting the unhelpful tendency previously for policy approvals taken at an early stage to be construed as a firm commitment for significant financial backing later on, despite the financial implications not having been sufficiently known. It was stressed that any requests for Member approvals should always identify funding sources; this would be particularly important for items coming through the Projects Sub-Committee. The Director of Major Projects spoke to echo the importance of ensuring the correct structures and rigour were put in place in relation to how projects were managed and presented for consideration.

Discussion ensued in relation to the possibility of spending more money at an earlier stage of projects to help define and drive down costs from their inception. Members did not support the creation of a separate funding pot for this under the control of the Projects Sub-Committee, noting that good project management activities should be embedded within day-to-day business activities and that the early stages of project design should continue to be funded from departmental local risk budgets.

Members were strongly supportive of the introduction of an annual capital bid process, stressing the importance of this being linked to the business planning cycle and flowing through to cashflow forecasts.

It was noted that further clarification was required in respect of the implications two of the projects which it was proposed were to be deferred; namely, the Dominant Footbridge and Holborn Viaduct & Snow Hill Pipe Subways projects. It was advised that officers would provide an update at Policy and Resources Committee later that week to revise the recommendation ahead of the final decision being taken, if necessary.

Members queried the rationale and process associated with identifying the projects to be deferred set out at Appendices 5A and 5B. It was advised that officers had scrutinised each in detail and considered the risk implications associated with all proposals. Based on the information available, it had been

determined that these items could be deferred for a period without significant negative implications; however, each would be subject to ongoing officer review and any items could be brought back to Members to reconsider, should the position change materially. The Chamberlain undertook to circulate further information on each of the projects to be deferred, including the point they were at in the Gateway process and the quantum of funds allocated to date.

The cost associated with delaying or deferring these projects was also the subject of discussion with it conceded that, for some items, there would likely be some abortive costs or additional expense associated with delays; however, this was the only real way to generate sufficient space for Members to step back and review projects in the round, enabling them to prioritise. It was advised that a pragmatic approach would be taken in respect of each deferred project, with projects utilising existing funding approvals to take them up to the next Gateway point or other sensible place to pause. Together with the relatively short period of the fundamental review process, this should mean there would be only a small period of inactivity on many projects, thereby minimising abortive costs.

A Member noted that decisions made now reflected the position at a particular point in time; organisational priorities and risk assessments were always liable to change according to emerging items and, therefore, ensuring flexibility in terms of the ability to revisit decisions or prioritisation in-year would be prudent both now and for any future process.

In relation to the Guildhall Event Chairs project, a Member queried why a trading account was not utilised in respect of the Guildhall's commercial lettings activity generally. This would allow relevant capital purchases or equipment, such as furniture, to be dealt with through the trading account and for material factors such as depreciation to be recognised. The Chamberlain was asked to consider the accounting treatment accordingly.

With reference to the various loans set out in table four and in more detail at Appendix 3, it was observed that these were being put forward in part as a consequence of timing and their being further progressed than other requests, rather than being necessarily related to their priority status. With this in mind, it was asked whether the commitments being made here would compromise the ability to borrow and therefore the viability of any of the other prospective loan-style arrangements to be considered in due course. The Chamberlain confirmed that he did not anticipate decisions made in respect of these loan proposals to have any material impact on the viability of other requests.

In relation to questions concerning projects involving third party funding, the Chamberlain agreed that this would need to be taken into account and appropriate thought would need to be given to the impact on prioritisation. However, it was sometimes the case that projects with such funding still required substantial commitments from the City Corporation but did not necessarily constitute organisational priorities, so careful thought about when and if such projects were embarked upon would be prudent.

It was noted that the fundamental review process was expected to be approximately six months in length. Members emphasised that communication would be particularly important throughout the fundamental review process, to ensure that both Officers and Members were clear on what was being done and the principles being applied. The Chamberlain was also asked to communicate the outcome of this meeting to Chief Officers and Service Committee Chairmen as soon as possible.

RESOLVED: That Members:-

1. Approve the prioritisation of new capital projects in 2019/20 in accordance with the criteria in paragraph 6 and 7 and confirm any additional interim criteria to be applied pending the fundamental review (paragraph 18).
 2. Approve the schemes set out in paragraph 13 (Tables 2 - 4 and Appendices 1 – 4) for release from hold to continue through the Gateway procedure, with a combined value of £89m.
 3. Approve £23.622m of funding for schemes detailed in Appendix 6 as follows:
 - internal loan funding with:
 - payback periods of 5 years or less of up to £3m; and
 - payback periods of more than 5 years of up to £18.818mto be allocated from the reserves of City Fund and City's Cash, subject to other relevant approvals including gateways and Court of Common Council, and with each scheme to be considered on its own merits.
 - funding of up to £1.804m for the other bids be drawn from the unallocated balances remaining in the 2018/19 City Fund and City's Cash provisions for new schemes.
 4. Defer the approval of funding for schemes identified in Appendix 5A and 5B with a current value of £340m pending the fundamental review of services.
 5. Note that the unallocated balances remaining in the 2018/19 annual provisions for new schemes will be returned to the centre.
 6. Approve the introduction of an annual capital bid process to ensure that proposed new schemes are affordable and properly prioritised against criteria developed to reflect the new corporate model.
4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.
6. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds

that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Paragraph No.
7-9	3

7. **NON-PUBLIC APPENDICES: CAPITAL FUNDING - INTERIM REVISED PRIORITISATION AND PROJECT FUNDING UPDATE**

The Sub-Committee considered the non-public appendices in conjunction with the report at Item 3.

8. **CITY OF LONDON FREEMEN'S SCHOOL - ESTATE DEVELOPMENT PLAN AND PROGRESS**

The Sub-Committee considered a joint report of the Chamberlain, the City Surveyor, and the Headmaster of the City of London Freemen's School concerning the School's Estate Development Plan.

9. **CYCLICAL WORKS PROGRAMME (CWP) AND ADDITIONAL RESOURCES FOR CITY FUND PROPERTIES**

The Sub-Committee considered and approved a report of the Chamberlain which sought approval for the proposed 2019/20 Cyclical Works Programme (CWP).

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

The meeting ended at 11.05 am

Chairman

Contact Officer: Gregory Moore
tel. no.: 020 7332 1399
gregory.moore@cityoflondon.gov.uk

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Committee(s)	Dated:
Planning and Transportation – for decision Resource Allocation Sub Committee – for information	30 April 2019 2 May 2019
Subject: Local Implementation Plan (LIP) Delivery Plan 2019/20 to 2021/22	Public
Report of: Director of the Built Environment	For Decision
Report author: Samantha Tharme – Department of the Built Environment	

Summary

This report covers the provision of Transport for London funding to the City of London Corporation. It seeks approval for the formal adoption of the City Corporation's Local Implementation Plan (LIP) Delivery Plan for 2019/20 to 2021/22 (Appendix 1).

The LIP Delivery Plan and City of London Transport Strategy form the City Corporation's third LIP. The LIP is a statutory document that sets out how the City Corporation will deliver the Mayor of London's Transport Strategy. It must be adopted and submitted to TfL to enable the receipt of TfL funding over the next three years.

The draft LIP Delivery Plan was approved by this committee in November 2018. Consultation on the LIP Delivery Plan ran alongside the Transport Strategy consultation. All comments received from TfL (Appendix 2) have been addressed in the final document. No other comments on the draft Delivery Plan were received.

Recommendation

Members are asked to:

- Approve the LIP Delivery Plan 2019/20 – 2021/22.

Main Report

Background

1. Under Section 159 of the Greater London Authority Act 1999, TfL is empowered to provide grants to London boroughs and the City for the provision of safe, efficient and economically viable transportation facilities and (or) services to, from or within Greater London.

2. The City of London Corporation's Local Implementation Plan (LIP) is a statutory document that sets out how the City Corporation will support the delivery of the Mayor's Transport Strategy (MTS). It must be adopted and submitted to TfL to enable the receipt of TfL funding over the next LIP 3-year period. The City of London Transport Strategy and LIP Delivery Plan will act as the City Corporation's LIP.
3. There is good alignment between the Transport Strategy and the MTS, which seeks to improve London's streets to make them healthy, inclusive and safe, provide a good public transport experience and support the delivery of homes and jobs.

LIP Delivery Plan

4. The LIP Delivery Plan 2019/20 to 2021/22 is attached in Appendix 1. This follows a template provided by TfL and details the projects that will be funded in full or in part by TfL over the next three years.
5. The draft LIP Delivery Plan was approved by this committee in November 2018. Consultation the draft LIP Delivery Plan ran alongside the Transport Strategy consultation.
6. TfL provided minor comments on the draft LIP Delivery Plan. These have been addressed in the final document and are summarised in Appendix 2. No other comments of the draft LIP Delivery Plan were received
7. The Delivery Plan has also been updated to reflect the City Corporation's successful bid for £3.25 million of Liveable Neighbourhood funding to contribute to the cost of delivering transport and public realm improvements in the City Cluster.
8. Each year the City Corporation is required to separately submit an annual spending submission. The Annual Spending Submission for 2020.21 will be submitted to this Committee and Resource Allocation Sub Committee at the appropriate time (usually autumn).

Corporate & Strategic Implications

9. The use of TfL grants will support the delivery of the City of London Corporate Plan, and in particular the 'People are safe and feel safe' and 'We are digitally and physically well connected and responsive' priorities. The projects are also aligned with the draft Transport Strategy and the Department of Built Environment Business Plan.

Conclusion

10. The City Corporation's LIP will consist of the City of London Transport Strategy and LIP Delivery Plan for 2019/20 to 2021/22. Subject to approval, both documents will be submitted to TfL to enable the receipt of funding over the next three years

Background papers

- Draft LIP Delivery Plan 2019/20 to 2021/22 (Planning & Transportation Committee, 20 November 2018)

Appendices

- Appendix 1: Local Implementation Plan (LIP) Delivery Plan 2019/20 to 2021/22
- Appendix 2: TfL comments on draft LIP Delivery Plan

Samantha Tharme

Department of the Built Environment

T: 020 7332 3160

E: samantha.tharme@cityoflondon.gov.uk

Appendix 1: City of London Local Implementation Plan 2019/20 to 2021/22

City of London Corporation

Local Implementation Plan Delivery Plan

2019/20 – 2021/22

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April 2019

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Introduction

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 Transport Strategy along with this Local Implementation Plan Delivery Plan make up the City of London Corporation's Local Implementation Plan (LIP). The LIP is a statutory document (prepared under Section 145 of the GLA Act) that sets out how the City Corporation will support the delivery of the Mayors Transport Strategy (MTS).

The Transport Strategy and LIP Delivery Plan were developed to meet the needs of the City's traveling public and align the City Corporation's projects and programmes with the policy framework of the MTS. In accordance with Transport for London guidance the LIP Delivery Plan includes details of how projects will contribute to meeting the MTS priorities and further details of the projects that will be funded through the TfL's grant funding to the City Corporation.

The City of London Transport Strategy sets out in more detail the rationale and context for the City's transport outcomes and each of the related proposals to deliver them [INSERT LINK](#). The final Transport Strategy was adopted by the Court of Common Council [XX](#). The LIP Delivery Plan was adopted by the Planning and Transportation Committee on [XX](#).

An Integrated Impact Assessment is submitted as a separate document [INSERT LINK](#). (Requirement 5).

Consultation and democratic process to adoption.

The democratic process for formal adoption of the LIP is set out below:

Draft Transport Strategy approved for consultation	Planning and Transportation Committee	30 October 2018
Draft LIP Delivery Plan approved for consultation	Planning and Transportation Committee	30 November 2018
LIP Delivery Plan adoption	Planning and Transportation Committee	XX
Transport Strategy adoption	Planning and Transportation Committee	XX
	Policy and Resources	XX
	Court of Common Council	XX

The draft LIP Delivery Plan was published alongside the Transport Strategy for consultation from December 2018 to January 2019. This included sending notice of the consultation to neighbouring boroughs, the City of London Police, the Environment Agency and the City of London Access Group. Natural England were consulted via the IIA process.

Details of responses to the draft Transport Strategy are set out in the Phase Three Engagement Report [INSERT LINK](#). Only TfL responded to the draft LIP Delivery Plan consultation, suggested changes have been incorporated.

1. Policy Context.

Regional policy

There are a number of regional policy documents, in addition to the Mayor's Transport Strategy, that have been considered in preparing the City Corporation's LIP:

- **The Mayor of London River Action Plan (2013):** This plan outlines a number of specific measures to be taken by TfL to help boost the number of river trips in line with achieving the Mayor's target of 12 million passenger journeys a year by 2020. The City of London Transport Strategy sets out proposals to optimise use of the River (see proposals 38 and 48).
- **A City for all Londoners (2016):** This report sets out the Mayor's strategic vision for London. The document does not include specific policies but gives an indication of the priorities of the Mayor. The overarching Healthy Streets Approach to managing the street network is a key part of the Mayor's vision and is fully embraced in the City of London Transport Strategy.
- **Environment Strategy (2018):** This plan addresses all matters affecting the quality of London's Environment. Those relevant to transport are also embedded in the Mayor's Transport Strategy. The proposals in the City of London Transport Strategy include measures to address air pollution and noise resulting from transport (proposals 29 to 37).
- **Housing Strategy (2018):** The Local Plan will meet the London Plan housing target of 146 new homes per year, as well as seeking 35% affordable housing on site. New homes will continue to be guided to sites in or near existing residential areas and we will seek to protect residential amenity. The connectivity proposals in the City of London Transport Strategy (proposals 47 to 51) seek to enable travel to work by sustainable modes.

City of London policy

The following is a list of the relevant City of London Policy and documents that the LIP is guided by and support.

- City of London Local Plan 2015 and Draft Local Plan 2036
- City of London Air Quality Strategy 2015 -2020 and Draft 2019 – 2024
- City of London Noise Strategy 2016 – 2026
- City of London Road Danger Reduction and Active Travel Plan
- The Thames Strategy Supplementary Planning Document
- City of London Public Realm Supplementary Planning Document
- Freight and Servicing Supplementary Planning Document

The City of London Corporate Plan outcomes are grouped under three themes as below, and the Transport Strategy proposals support these as follows:

It will help the City contribute to a flourishing society by:

- Making streets safer and reducing the number of traffic related deaths and serious injuries.
- Enabling people to walk and cycle and reducing the negative health impacts of transport.
- Ensuring streets are accessible to all and provide an attractive space for the City's diverse community to come together.

A thriving economy will be supported by:

- Enabling the City to continue to grow and accommodating the associated increase in demand for our limited street space.
- Improving the quality of streets and transport connections to help attract talent and investment.
- Helping create a smarter City, that supports and enables innovative transport technology and other mobility solutions.

The Strategy will help shape outstanding environments by:

- Advocating for improved local, national and international transport connections.
- Reducing motor traffic levels to enable space to be reallocated to walking, cycling, greenery and public spaces.
- Improving air quality and reducing noise from motor traffic.
- Ensuring streets are well maintained and resilient to natural and man-made threats

Integrated Impact Assessment

The City of London commissioned LUC to undertake separate Integrated Impact Assessments (IIA) of its Transport Strategy and LIP Delivery Plan. Both documents can be found on our website [INSERT LINK](#)

IIA brings together Sustainability Appraisal (SA) incorporating Strategic Environmental Assessment (SEA), Equality Impact Assessment (EqIA) and Health Impact Assessment (HIA) into a single assessment process. It is designed to ensure that the plan preparation process maximises the contribution that a plan makes to sustainable development and minimises any potential adverse impacts. SEA is also a statutory assessment process, required under the SEA Directive, transposed in the UK by the SEA Regulations (Statutory Instrument 2004, No 1633). The SEA Regulations require the formal assessment of plans and programmes which are likely to have significant effects on the environment and which set the framework for future consent of projects requiring Environmental Impact Assessment (EIA).

LIP Delivery Plan IIA - outcomes and recommendations

The IIA has identified the potential for significant positive effects for all the projects contained within the Delivery Strategy apart from Legible London and principal road renewal. No significant negative effects have been identified as a result of the projects in the Delivery Strategy, and, as a result, no mitigation is required. Cumulatively, the projects within the Delivery Plan are expected to have positive effects on the baseline in relation to achievement of all the IIA objectives apart from education and heritage, for which negligible effects are anticipated (although there is some uncertainty with regard to heritage). These positive effects are, for the majority of IIA objectives expected to be enhanced when the Delivery Plan is considered in combination with the Transport Strategy and the draft London Plan.

One recommendation for an addition to the Delivery Plan has been included (EV charging infrastructure impact on the built environment). No other changes were recommended as a result of the IIA process.

2. City of London Transport Strategy delivery of MTS Outcomes.

The City of London Corporation's Transport Strategy and LIP Delivery Plan were developed to meet the needs of the City's traveling public and align the City's projects and programmes with the policy framework of the MTS, including the overarching mode share aim and each of the nine outcomes. The City of London Transport Strategy sets out in more detail the rational and context for the City's transport outcomes and each of the related proposals to deliver them. The Strategy is available on our website [INSERT LINK](#). An overview of the context in relationship to the Mayor's Transport Strategy is given in this section.

The overarching MTS outcome of *Changing the Transport Mix*, aiming for 80% of trips by public transport, on foot or cycle, is already exceeded in the Square Mile. The City does however appreciate its role in delivering a quality end of journey environment and enabling those trips passing through the City by these modes to be more efficient and pleasant. Additionally, the shift of freight to alternative modes and consolidation is still required. All of the City's Transport Strategy Outcomes play a role in delivering against this overarching objective.

The City's Transport Strategy outcomes which are relevant and support each of the 9 MTS outcomes is set out below.

Outcome 1: London's streets will be healthy and more Londoners will travel actively by:

- Making the Square Mile's streets great places to walk and spend time by prioritising the needs of people on foot and; and by enabling more people to choose to cycle by making conditions safer and more pleasant.
- Making the Square Mile more accessible and championing step-free access for all stations in the City
- Minimising the impacts of streetworks and other disruption on users of the City's streets

Outcome 2: London's streets will be safe and secure by

- Eliminating death and serious injuries from our streets through speed reduction, improved safety of vehicles and safer behaviours;
- Making the Square Mile's streets great places to walk, prioritising the needs of people on foot; and enabling more to choose to cycle by making conditions safer

- Maximising the opportunities presented by new transport technologies while avoiding negative impacts and unintended consequences

Outcome 3: London's streets will be used more efficiently and have less traffic on them by

- Making the most efficient use of street space, reducing motor traffic and in particular the number of delivery and servicing vehicles
- Prioritising the needs of people on foot and enabling more to choose to cycle
- Maximising the opportunities presented by new transport technologies while avoiding negative impacts and unintended consequences

Outcome 4: London's streets will be clean and green by

- Improving air quality and reduce noise by encouraging and enabling the transition to zero emission capable vehicles
- Making the Square Mile's streets great places to walk and spend time by delivering world-class public realm

Outcome 5: The public transport network will meet the needs of a growing London by:

- Working with TfL, national government and transport providers to improve local, national and international transport connections to the Square Mile
- Maximising the opportunities presented by new transport technologies

Outcome 6: Public transport will be safe, affordable and accessible to all

- Making the Square Mile more accessible, championing step-free access for all stations in the City

Outcome 7: Journeys by public transport will be pleasant, fast and reliable

- Making the most efficient use of street space, reducing motor traffic and in particular the number of delivery and servicing vehicles

- Minimising the impacts of streetworks and other disruption
- Maximising the opportunities presented by new transport technologies

Outcome 8: Active, efficient and sustainable travel will be the best option in new developments

City Planning Policy, supported by the Transport Strategy, requires developments to support and improve sustainable travel to new and redeveloped sites and make financial contribution to improvements to the transport network including for those walking and cycling, supporting *MTS Outcome 8*.

Outcome 9: Transport Investment will unlock the delivery of new homes and jobs

In a wider context improving transport connections externally to the City does also support *MTS Outcome 9*.

3. Linkages between Delivery Plan and Mayor's Transport Strategy outcomes

Linkages between LIP projects and programmes and the Mayor's Transport Strategy outcomes										
Project / Programme		MTS mode share	MTS outcomes							
		Improving active, efficient and sustainable mode share	No 1: Active	No 2: Safe	No 3: Efficient	No 4: Clean & Green	No 5: Connected	No 6: Accessible public transport	No 7: Quality public transport	Nos 8 & 9: Sustainable Growth/Unlocking
	Programme name	✓	✓	✓	✓	✓	✓	✓		
	Barbican & Golden Lane Zero Emission Zones	✓				✓				
	City Cluster Zero Emission Zone	✓				✓				
	Streets Accessibility Standard	✓	✓	✓				✓		

City-wide 15mph – scheme development & implementation	✓		✓		✓				
Healthy Streets minor schemes: pedestrian priority, accessibility, cycling and road danger reduction	✓	✓	✓	✓	✓				
Legible London City-wide roll out	✓	✓		✓					
Puddle Dock Pedestrian safety and route severance scheme	✓	✓	✓		✓				
Riverside Walkway – Globe View section	✓	✓		✓					
Mansion House Station walking and public realm improvements	✓	✓	✓	✓	✓				
100 Minorities public realm enhancements	✓	✓	✓	✓	✓				
City Cycle Network Phase 1 minor schemes	✓	✓	✓	✓	✓	✓			
Road Danger Reduction campaigns, behaviour change and community engagement	✓	✓	✓	✓					

	Kerbside uses review	✓		✓	✓	✓				
	Lunchtime Streets	✓	✓		✓	✓				
	City Cluster scheme implementation – junction improvements and Healthy Streets improvements and pedestrian priority, walking streets (£3m total bid into 22/23)	✓	✓	✓	✓	✓	✓			
	Principal road renewal	✓							✓	
	Implementation of bus priority in Healthy Streets minor schemes; and TfL bus priority schemes	✓							✓	
	City Cycle Network Phase one, including: CS1 – CS6 Holborn Circus to Bishopsgate via Bank	✓	✓	✓	✓	✓	✓			
	EV charge points – GULCS/Rapids programme					✓				

4. Three-year programme for TfL funding

This table summarises the projects that will be funded in part or in their entirety by TfL funding in the period 2019/20 – 2021/22. Funding in 2022/21 and 2021/22 is indicative and dependent on TfL's business planning process.

TfL FUNDING 2019/20 TO 2021/22	Allocated 2019/20 £k	Indicative 2020/21 £k	Indicative 2021/22 £k
LOCAL TRANSPORT INITIATIVES			
City Cluster and Barbican & Golden Lane Zero Emission Zones	50	50	50
Streets Accessibility Standard	50		
City-wide 15mph – scheme development		50	
City-wide 15mph – education and enforcement			50
Sub-total	100	100	100

TfL FUNDING 2019/20 TO 2021/22	Allocated 2019/20 £k	Indicative 2020/21 £k	Indicative 2021/22 £k
CORRIDOR, NEIGHBOURHOODS & SUPPORTING MEASURES			
Healthy Streets minor schemes: pedestrian priority, accessibility, cycling and road danger reduction	100	100	350
Legible London City-wide roll out	215	290	
Puddle Dock Pedestrian safety and route severance scheme	185	200	
Riverside Walkway – Globe View section		100	
Mansion House Station walking and public realm improvements	40	60	
100 Minorities public realm enhancements	100		
City Cycle Network – Phase 1 minor schemes			280
City-wide 15mph – implementation			100

TfL FUNDING 2019/20 TO 2021/22	Allocated 2019/20 £k	Indicative 2020/21 £k	Indicative 2021/22 £k
Road Danger Reduction campaigns, behaviour change and community engagement	90	90	90
Kerbside uses review	110		
Lunchtime Streets	40	60	80
Sub-total (including Local Initiatives)	980k	1,000	1,000

DISCRETIONARY FUNDING			
City Cluster scheme implementation – junction improvements and Healthy Streets improvements and pedestrian priority, walking streets (£3.25m to 22/23)	100	1,150	1,000
Principal road renewal	102	105	104
Bridge strengthening	tbc	tbc	Tbc
Sub-total	202	1,255	1,104
TfL FUNDING 2019/20 TO 2021/22	Allocated 2019/20 £k	Indicative 2020/21 £k	Indicative 2021/22 £k
STRATEGIC FUNDING			
Bus Priority			
Implementation of bus priority in Healthy Streets minor schemes; and TfL bus priority schemes	50	25	25

London cycle grid (Quietways programme)			
City Cycle Network Phase one, including: CS1 – CS6 Holborn Circus to Bishopsgate via Bank	800	850	
Mayor's Air Quality Fund			
City Cluster and Barbican & Golden Lane Zero Emission Zones*	50	50	50
Other			
EV charge points*	50	50	75
Sub-total	950	975	150
All TfL funding	2,132	3,230	2,254

* Provisional requests

Supporting commentary for the three-year programme

In accordance with Transport for London guidance the Delivery Plan summarises how each project will contribute to meeting the MTS priorities and further details of projects that will be funded through the TfL's grant funding to the City Corporation.

LOCAL TRANSPORT INITIATIVES

City Cluster and Barbican & Golden Lane Zero Emission Zones: The City has set air quality improvement as a high priority and aims to bring in higher standards by 2022 in the City Cluster which has the highest concentration of people working, and therefore on the street at many times of day. The second area, Barbican and Golden Lane Estate has a high concentration of residents and will see more daytime visitors using the streets with the development of the Culture Mile. The current air quality monitoring and projections of air quality after the introduction of the ULEZ in 2019 show that further interventions are required to bring pollution down and work to the international health-based standards, as recommended in the MTS.

Streets Accessibility Standard: Through working with residents, workers and access groups we will define an accessibility standard that goes above and beyond existing accessibility requirements. This ensures that people of all abilities who use our streets have an environment where they can travel comfortably and confidently. This project supports the delivery of MTS proposal 1, reviewing removal of street furniture, improving pavements, introducing more raised tables and seating and provision for non-standard cycles.

City-wide 15mph speed limit: The City would like to introduce a 15mph limit across all streets. Evidence shows that the severity of accidents is significantly reduced at slower speeds. The project includes implementation of the scheme, accompanied by education and enforcement which should help deliver against the Vision Zero aim.

CORRIDOR, NEIGHBOURHOODS & SUPPORTING MEASURES

Healthy Streets minor schemes: Schemes will be delivered which create Healthy Streets. Providing more space for walking and cycling, better accessibility for all users and road danger reduction working towards Vision Zero. Small schemes will be identified which meet this objective and are deliverable in the short term.

Legible London City-wide roll out: The City supports the programme of the ‘Legible London’ as developed by TfL to introduce comprehensive signing across its area. Particularly as this compliments the City’s ambition to make the Square Mile a world class walking city, making it more accessible and attractive to move around on foot.

Puddle Dock Pedestrian safety and route severance scheme: Priority pedestrian route improvement and scheme to address severance and safety at Upper Thames Street, to access riverside.

Riverside Walkway – Globe View section: This section of the Riverside has been closed for many years as it is not a continuous route. This means that the walkway is currently diverted onto the busy and polluted Thames Street. By completing and enhancing this section of walkway and linking it to the adjacent development, the completion of the Thames Path will be enabled and a continuous and accessible walkway along the Thames provided.

Mansion House Station environs: Proposals include improvements to key walking routes including routes to the station to include widening footways and accessibility improvements along with public realm improvements focussed on Little Trinity Lane that will deliver an enhanced green public space incorporating seating, lighting and noise and pollution mitigation measures.

100 Minorities public realm enhancements: Proposals include the formation of a brand new green public space to replace under-utilised carriageway space at Crescent, along with a new north-south walking route through the new development that will improve routes to the station and accessibility improvements.

City Cycle Network – Phase 1 minor schemes: Minor scheme proposals will be developed which assist in providing better connections identified as necessary to provide a relaxed, connected and safer City Cycle Network.

Kerbside uses review: In order to manage the street space more efficiently and reduce traffic overall (particularly private motor vehicle trips) we wish to undertake a detailed kerbside use review. This will look at all aspects of kerbside use, including loading activity for freight, taxi circulation and stopping and other parking activity.

This review will enable us to identify the current inefficiencies, rationalise use, identify solutions to optimise the efficiency of kerbside for essential traffic, provide more space and infrastructure for people walking and cycling, and deter private motor vehicle trips. This will include using emerging technology for real time management of kerb space. This supports the Mayor's objectives of reducing traffic and more efficient use of road space.

Road Danger Reduction campaigns, behaviour change and community engagement: A series of campaigns, programmes and events to influence the attitudes of road users. To achieve reductions in KSIs, and work towards the Mayor's Vision Zero a change of culture is required. Empathy towards other road users and understanding of their behaviours reduces conflict and collisions. Attitudinal surveys will be taken annually to measure the impact over time. These will include: Be Brake Ready – campaign to drivers and riders – include on street actions, multi-media campaign

The Active City Network (ACN) has been established with the aim of getting more people walking and cycling more safely.

Lunchtime Streets: 'Lunchtime Streets' pilots timed closures on a busy pedestrian environment during the lunchtime peak. St Mary Axe is an example where there is a high density of pedestrians at lunch, together with complaints about traffic and a history of injuries. This will be organised in summer 2019. The event will offer an opportunity to work with businesses in the area to improve the public realm and trial retiming and reduction of the number of vehicles. Further events in other local streets will be organised, with an objective of a rolling programme of at least three streets with this activity over the summer months by 2022

City Cluster Liveable Neighbourhood: The area defined as the City Cluster is where there is a high density of office space, with further future growth, therefore attracting high volumes of people on foot. This expanding area needs to consider more efficient ways of using street space to prioritise it for people walking and therefore better management of deliveries and reduction in freight vehicles. The opportunity to close streets completely to vehicles at peak pedestrian times is likely and provision of better public realm and green space to improve the environment is the ambition. This will match the Healthy Streets approach of the MTS.

A zero emission zone is also included for this area to be introduced in 2022 to address air quality which is currently breaching recommended levels based on both national and international health based standards for PM and NO2. This will assist in reaching the more stringent standards for PM as set out in the MTS.

Work required in advance includes traffic modelling and detailed analysis of loading and servicing requirements to buildings, in order to reduce and better manage vehicles in the area. Junction improvements will give greater priority and safety to people walking. This approach helps deliver on the Vision Zero for accidents, more active travel, better accessibility and reduction in traffic.

City Cluster scheme implementation will focus on junction improvements and Healthy Streets improvements – walking streets and pedestrian priority (£3.25m total bid into 22/23). Further improvements for a comprehensive project will be undertaken with developer contributions, subject to further approval by City Corporation committees.

Principal road renewal: Priorities for the next 3 year period have been identified for Newgate Street (Old Bailey to King Edward Street); this was previously deferred from this year due to long-term utility works; Holborn Viaduct (Snow Hill to Shoe Lane Bridge); previously deferred due to then unknown extent of waterproofing of viaduct sections; and London Wall (Westbound: Moorgate to Wood Street), (Eastbound: Aldersgate Rotunda to Wood Street). These priorities are based on current life-cycle, current physical conditions and forecasted conditions over the next three years. Quality of principal roads assists in providing a network for a good quality pleasant public transport experience in line with the MTS outcome 7.

STRATEGIC FUNDING

Bus Priority: We will undertake feasibility works for existing schemes identified by TfL to mitigate the impact of the roads modernisation plan on bus journey times. Furthermore, we will also identify opportunities to deliver bus priority to support use of public transport with in our healthy streets minor schemes. This supports the bus priority programme (page 58, TfL Business Plan) and MTS proposals 58 + 59.

London cycle grid (Quietways programme) - City Cycle Network Phase 1: Through assessment of requirements to provide a relaxed, connected and safer City Cycle Network the two schemes for Holborn Circus to Bishopsgate via Bank, and King William Street, Bank to Monument, also make the connections as identified by TfL London cycle grid. Thus, supporting the MTS outcomes

for more active travel and enabling cycling from further outside the Square Mile, in line with the ambition to more sustainable mode share across London.

Mayor's Air Quality Fund - City Cluster and Barbican & Golden Lane Zero Emission Zones: Part funding of the Zero Emission Zones is sought from the Mayor's Air Quality Fund, schemes as explained above.

GULCS/Rapids programme – Electric vehicle charge points: EV charge points will be needed to support the two areas proposed for Zero Emission Zones as proposed by the City for 2022, and the anticipated Central London Zero Emission Zone for 2025. The location of further charge points will be decided in conjunction with prioritisation for taxi and freight vehicles. Where possible the design of charging points to be sensitive to the streetscape and public realm, although the priority for charge points is to be off-street. Enabling infrastructure supports the MTS ambition for a zero carbon city and meeting air quality targets for NO₂ and PM.

5. Proposed funding strategy – 3-year programme

The potential funding sources for the Delivery Plan are set out below, including funding from TfL, contributions from the City's own funds, and funding from developer contributions (S106, S278 and CIL). Once the City Department of the Built Environment project review is completed, additional projects will be included in the programme and therefore the total funding will be increased, with those projects delivered through City and other funds.

Funding source	2019/20 £k	2020/21 £k	2021/22 £k	Total £k
TfL funding				
Corridors & Supporting Measures and Local Transport Initiatives	980	1,000	1,000	2,980
Discretionary funding	202	1,255	1,104	2,561
Strategic funding	950	975	150	2,075
Sub total	2,132	3,230	2,254	7,616
City funding				
Parking revenue	1,000	444		1,444

Funding source	2019/20 £k	2020/21 £k	2021/22 £k	Total £k
Other sources of funding				
S106	1,590	1,070	697	3,357
S278	610	380	800	1,790
CIL	0	100	300	400
Third party contributions	470	610	650	1,730
Total	5,802	5,834	4,701	16,337

6. Delivery Plan Medium to Long-term Programme

The table below summarises the programmes that the City of London is anticipating delivering up to 2041. These programmes will be subject to a detailed prioritisation process in line with the Transport Strategy, Local Plan and City of London Corporate Priorities. For the final approved Transport Strategy Delivery Plan and Local Implementation Plan a more detailed programme of projects for delivery up to 2021/22 will be provided which will be in addition to those under the TfL funded programme. All projects are subject to City Corporation approval processes, including relevant Committee and Sub-Committee approval. The total cost includes delivery beyond the current Plan period, funding sources are for all years of the project and may vary year-by-year.

Project	Project description	Anticipated completion date	Funding sources	Estimated Total cost £k	Link to MTS outcomes
Sustainable logistics centre	Co-location major suppliers in a single warehouse, alongside consolidation, waste collection and courier services. First three years of funding are for feasibility and scheme development.	2030	CoL	TBC	Outcome 3 & 4: By reducing the amount of deliveries by traditional freight vehicles, the road space will be used more efficiently and there will be an overall motor traffic reduction, also resulting in a reduction
	Delivering two last mile logistics hubs in underutilised City Corporation assets	2025			

	by 2022. A further three hubs will be delivered by 2025				in vehicle related emissions.
City Cycle Network Phase 1	<p>Including:</p> <p>We will deliver the Bishopsgate to Blackfriars (including improvements at Mansion House junction) and CS1 to Monument Junction sections by 2025.</p>	2025	<p>CoL</p> <p>TfL</p> <p>Developer contributions</p>	8,000	<p>Outcome 1 & 2, Healthy streets; and active travel, Safe and Secure: by providing a comprehensive network through the City streets to complement the Strategic Cycle network, we aim to make cycling more attractive thus increasing the level of active travel and reduce road danger to cyclists</p>
City Cycle Network Phase 1	<ul style="list-style-type: none"> Holborn Circus via Bank including connecting the City Cluster to Cycle Superhighway (CS) 2 and CS6 CS3 to St Paul's via the City Cluster and London Wall (in conjunction with planned network improvements at St Paul's Gyratory) Monument Junction to CS4 via London Bridge in partnership with TfL 	2030	<p>CoL</p> <p>TfL</p> <p>Developer contributions</p>	TBC	<p>Outcome 1 & 2, Healthy streets; and active travel, Safe and Secure</p>

	<ul style="list-style-type: none"> CS2 to CS3 via Mansell Street (in partnership with TfL) 				
Core Cycle Network – Phase 2	Delivery of remaining core cycle network.	2035	CoL TfL Developer contributions	TBC	Outcome 1 & 2, Healthy streets; and active travel, Safe and Secure
Bank Junction and surrounding streets	Walking and public realm improvements.	2025	CoL Developer contributions	17,000	<p>Outcome 1, 2, 3 & 4</p> <p>This scheme will deliver against a number of outcomes, providing high quality public realm following on from the reduction in traffic through the junction; air quality improvements have already been delivered from phase one of the scheme.</p>

Moorgate area	Walking improvements to junction and surrounding public realm (in conjunction with Crossrail) and to streets connecting Moorgate Station, Liverpool Street Station and the City Cluster	2025	Developer contributions Crossrail	9,500	Outcome 1, 2 & 5 The scheme should deliver more space for people walking and reduce road danger; it also supports the greater connectivity of public transport across a wider part of London, supporting the increase in people using Moorgate Station as a result of the Crossrail programme
Culture Mile	Delivery of public realm improvements to support Culture Mile; and Beech Street public realm, traffic management improvements	2026	CoL Developer contributions	20,000	Outcome 1, 2, 3, 4 Improvements include the removal of traffic and addressing air quality in the area tied with supporting developments through Smithfield and the new Centre for Music.

Museum of London roundabout, St Paul's gyratory	Removal of St Paul's gyratory system and Museum of London roundabout, including measures to support the delivery of the Centre for Music	2028	Developer contributions	27,800	<p>Outcome 1, 2, 3, 4</p> <p>This scheme will deliver more space and comfort for people walking and cycling; the severance created by the gyratory road system and associated road danger will be removed and the area will be less dominated by traffic.</p>
City Cluster	Delivery of the City Cluster Area Strategy and associated traffic management and Healthy Streets measures	2030	TfL Developer contributions	20,000 +	<p>Outcome 1, 2, 3, 4</p> <p>This scheme will provide more space for people walking and transform the way deliveries are made thus using the space more efficiently, reducing the total number of motor vehicles and reducing vehicle related emissions and pollution.</p>

Fleet Street and Courts Area	Area improvement scheme for Fleet Street between Chancery Lane and Ludgate Circus	2025-2040	CoL Developer contributions	10,000	<p>Outcome 1, 2, 3, 4</p> <p>This will deliver a reduction in air pollution and the dominance of traffic along Fleet Street. Greater space for people walking, a healthy streets approach, will deliver a better environment for active travel and more efficient use of road space.</p>

7. TfL Business Plan

In developing and preparing the Transport Strategy and Delivery Plan we have considered the Mayor's aspiration to deliver the major projects in TfL's Business Plan and the milestones associated with these projects. The following TfL projects have implications for the City of London. This will be reviewed with the new TfL business plan anticipated in December 2019.

Old Street roundabout

Whilst the physical extent of works on this scheme fall solely within the London Borough of Islington, there are potential traffic implications to the City of London highway network. We are working with officers from Transport for London and the London Borough of Islington to identify and resolve any issues which may occur.

Ultra-Low Emission Zone (ULEZ)

Delivery of ULEZ is an important step to improving air quality in the Square Mile and surrounding central London boroughs, which the City Corporation supports. Supporting works such as signage on the City highway network will be delivered by Transport for London.

Elizabeth Line

On completion, the Elizabeth Line will make a significant public transport provision improvement to the Square Mile with access to the new line at Smithfield, Moorgate and Liverpool Street. To support the increased footfall at these sites, the City of London are delivering improvements at these new ticket halls.

At Smithfield we are widening pavements, improving crossing points and resurfacing all carriageways and footways. At Moorgate we will close the southern end of Moorfields to vehicles except for those servicing buildings and the area immediately outside the station will be reinstated with high quality materials and artworks. Moorgate itself will benefit from slower traffic and improved informal crossings.

Liverpool Street will be pedestrianised in the area surrounding the station. This will be supported by wider footways and improved crossings in Eldon Street, Blomfield Street and Old Broad Street. We will also develop options for improving the eastern end of Liverpool Street and Old Broad Street north of London Wall to support the increased expected pedestrian numbers in the area.

Bank Station Update

The Bank Station Upgrade will provide a significant capacity upgrade to Bank station at a platform level as well as new escalators, a new entrance resulting in a 40% capacity uplift. This will provide much required increased connectivity and accessibility improvements in the Square Mile.

To support the scheme, the City has closed Arthur Street and Nicholas Lane to traffic whilst works are undertaken and will support in public realm and highways improvements at the new ticket hall.

Modernisation of the Circle, District, Hammersmith & City and Metropolitan Lines

The modernisation of the sub-surface lines will bring a welcome improvement in public transport capacity to and around the City. We are undertaking no complementary works to support signalling and rolling stock upgrades.

Deep Tube Upgrade Programme

The Deep Tube Upgrade Programme will bring a welcome improvement in public transport capacity to and around the City. We are undertaking no complementary works to support signalling and rolling stock upgrades.

DLR Rolling Stock

The new DLR rolling stock will bring a welcome improvement in public transport capacity to and around the City. We are undertaking no complementary works to support rolling stock upgrades.

8. Risks to the delivery of the three-year programme

The principal risks associated with delivery of the TfL funded programme of projects are summarised below together with possible mitigation actions. Risk registers are being developed for all projects that will receive funding in 2019/20. The principal project risks will be included in the final version of this Delivery Plan.

Risk	Likelihood	Potential mitigation measures	Impact if not mitigated
Financial			
There is a risk that funding sources, both TfL and other sources, become unavailable, are reduced or are not available at the time they are needed.	L	<p>Seek funding from other sources or reprofile other projects to allow funding to be reallocated</p> <p>Change the project scope to react to the unavailability or delay in funding to allow the main elements of the project to still be delivered</p>	Projects may be delayed, closed prematurely or removed from the programme

Risk	Likelihood	Potential mitigation measures	Impact if not mitigated
Statutory / Legal			
<p>The two main statutory/legal risks associated with the programme are:</p> <ul style="list-style-type: none"> Approval is not obtained from TfL for the exercise of the Highways Act or Traffic Management Act Road powers for affected streets Objections are made to Traffic Order proposals under the Road Traffic Regulation Act 	<p>L</p> <p>M</p>	<p>Ensure projects are aligned with the MTS and engage TfL in the development of projects</p> <p>Thorough and early engagement and consultation with all relevant stakeholders and interested parties</p>	<p>Projects may be removed from the programme</p> <p>Projects may be delayed or removed from the programme</p>

Risk	Likelihood	Potential mitigation measures	Impact if not mitigated
Third Party			
<p>The main third-party risks are:</p> <ul style="list-style-type: none"> Stakeholders and interested parties are disengaged with the programme There is a lack of alignment with the City of London aspirations and those of neighbouring boroughs 	<p>M</p> <p>M</p>	<p>Thorough engagement and consultation with all relevant groups, persons and bodies interested and/or impacted by the programme</p> <p>Close and collaborative working with the boroughs of Tower Hamlets, Hackney, Camden, Islington, Westminster, Lambeth and Southwark; including through the Central London Sub-regional Transport Partnership</p>	<p>There could be a lack of ownership and support from the wider community and/or objections made to projects.</p> <p>Projects could conflict with each other resulting in projects being delayed or becoming undeliverable</p>

Risk	Likelihood	Potential mitigation measures	Impact if not mitigated
Public / Political			
Elements of the programme could be seen as unambitious or too radical by members	L	Keeping members involved and engaged early in the development of projects and keep them up to date and aware of the aspirations of the Mayor of London, the Mayor's Transport Strategy and our commitment to its delivery.	Projects do not receive approval and are delayed or abandoned
Programme & Delivery			
<p>Changes in staffing could provide the following programme and delivery risks;</p> <ul style="list-style-type: none"> An inadequate level of resourcing A lack of required skills or knowledge 	<p>M</p> <p>M</p>	<p>Prepare a resourcing plan to manage and allocate staff time and update throughout the programme.</p> <p>Identify where skills/knowledge are limited in the resourcing plan and provide training where appropriate.</p>	<p>Delay to the delivery or reduced quality of projects and programme</p> <p>Reduced quality of projects and programme</p>

9. Monitoring the delivery of the outcomes of the Mayor's Transport Strategy

In line with MTS aspirations we are aiming for an active and sustainable mode share target of 99 percent by 2040. This would make the City one of the cleanest and healthiest central business districts in the world. We have also set targets against key MTS outcome indicators, summarised in the table below.

The City Corporation will monitor and record delivery indicators and report to TfL annually using Proforma C.

Additionally, the City will report on the local indicators listed in our Transport Strategy. These indicators will be supported by a City Streets Report published every two years which will provide indicator data updates and an analysis of traffic trends based on our biennial vehicular and pedestrian counts.

Objective	Metric	City target	Target year	Additional commentary
Overarching mode share aim – changing the transport mix				
Londoners' trips to be on foot, by cycle or by public transport	Active, efficient and sustainable (walking, cycling and public transport) mode share (by City/borough resident) based on average daily trips. Base period 2013/14 - 2015/16.	97% 99%	2021 2041	The City is working to make the City a great place for walking and cycling through numerous proposals and an emphasis on prioritising pedestrians on our streets.

Objective	Metric	City target	Target year	Additional commentary
Healthy Streets and healthy people				
Outcome 1: London's streets will be healthy and more Londoners will travel actively				
Londoners to do at least the 20 minutes of active travel they need to stay healthy each day	Proportion of London residents doing at least 2x10 minutes of active travel a day (or a single block of 20 minutes or more).	70	2041	The City is enhancing its walking and cycling networks alongside making every street accessible to all.
Londoners have access to a safe and pleasant cycle network	Proportion of Londoners living within 400m of the London-wide strategic cycle network.	100	2041	The planned extension to the City cycling network alongside additional TfL strategic cycle schemes will ensure that nearly every City property is within 400m of an enhanced cycling link.

Outcome 2: London's streets will be safe and secure				
Deaths and serious injuries from all road collisions to be eliminated from our streets	Deaths and serious injuries (KSIs) from road collisions, base year 2005/09 (for 2022 target) *	35	2022	The City will adopt a Safe Systems approach to reducing road danger to ensure that no one is killed or seriously injured on our streets in 2040.
	Deaths and serious injuries (KSIs) from road collisions base year 2010/14 (for 2030 target).	16	2030	The City will adopt a Safe Systems approach to reducing road danger to ensure that no one is killed or seriously injured on our streets in 2040. This date (where the MTS date is 2041) is aligned with the actions in the Transport Strategy which are set to deliver a reduction in KSIs.

The Metropolitan Police Service (MPS) introduced a new collision reporting system in November 2016 – the Case Overview and Preparation Application (COPA). The City of London Police also moved to the Collision Reporting and Sharing (CRASH) system in October 2015. This has had a number of impacts on the data that is available to Transport for London (TfL) and the London Boroughs in the ACCSTATS database for collision investigation.

Under the new systems officers use an 'injury-based assessment' in line with DfT STATS 20 guidance and online self-reporting is available. Both of these changes are expected to provide a better assessment of injury occurrence and severity but have made data collected from November 2016 onwards difficult to compare with earlier data.

TfL commissioned the Transport Research Laboratory (TRL) to undertake a back-casting exercise to enable pre-November 2016 data to be compared with post November 2016 data. These initial back cast estimates included the number of people killed or seriously injured (KSI) for each borough between 2005 and 2017 and this data has been used to update borough targets to align with those contained in the Mayor's Transport Strategy, namely a 65% reduction in KSIs by 2022 against the 2006-09 baseline, a 70% reduction in KSIs by 2030 against the 2010-14 baseline and zero KSIs by 2041. The City of London is not yet able to apply the back-cast estimates as there is not a full 12 months of verified data since the changes to the reporting system. The City did not introduce the new recording system at the same time as other London authorities. Revised data should be available by mid-2019.

*The City of London has proposed an alternative trajectory to 2030 and 2040/2041. These figures are reflected in the table for the 2022 target. This has been discussed in detail with TfL. Once the back-casting exercise, as described below, has been completed to provide a new baseline for 2005/9 and 2010/14 these targets will be adjusted.

Outcome 3: London's streets will be used more efficiently and have less traffic on them

Reduce the volume of traffic in London.	Vehicle kilometres in given year. Base year 2015. Reduce overall traffic levels by 10-15 per cent.	80 million km	2041	<p>The City is aspiring to reduce motor traffic volumes by 30% by 2030, and by another 50% on top of this reduction by 2050.</p> <p>The Transport Strategy sets ambitious targets which should contribute positively to MTS outcome 3, (Proposal 11) with a combination of measures designed to take a proactive approach to traffic reduction. Reductions in all types of motor traffic will be required to meet this.</p>
Reduce the number of freight trips in the central London morning peak.	10 per cent reduction in number of freight vehicles crossing into central London in the morning peak period (07:00am - 10:00am) by 2026.	N/A	N/A	N/A

Reduce car ownership in London.	Total cars owned and car ownership per household, City residents. Quarter of a million fewer cars owned in London. Base period 2013/14 - 2015/16.	2,600	2041	The City will support a reduction in the total number of cars owned by improving walking and cycling conditions across the City.
Outcome 4: London's streets will be clean and green				
Reduced CO ₂ emissions.	CO ₂ emissions (in tonnes) from road transport within the City. Base year 2015/16.	11,700tn	2041	The City aims to cut all transport related local air pollution and carbon emissions to virtually zero and streets will be quieter more relaxing places. Together with wider action to reduce emissions from buildings and development this will mean that the City enjoys some of the cleanest urban air in the world.
Reduced NO _x emissions.	NO _x emissions (in tonnes) from road transport within the City. Base year 2013.	10tn	2041	
Reduced particulate emissions.	PM ₁₀ and PM _{2.5} emissions (in tonnes) from road transport within City. Base year 2013.	7/3tn	2041	

A good public transport experience

Outcome 5: The public transport network will meet the needs of a growing London

More trips by public transport - 14-15 million trips made by public transport every day by 2041.	Trips per day by trip origin. Reported as 3yr moving average. Base year 2013/14 - 2015/16.	12	2041	The City will continue to work with TfL to improve public transport connectivity to the City.
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Outcome 6: Public transport will be safe, affordable and accessible to all

Everyone will be able to travel spontaneously and independently.	Reduce the difference between total public transport network journey time and total step-free public transport network	4-minute difference	2041	We will work with TfL to prioritise investment in accessibility improvements to Underground and DLR stations within the Square Mile, beginning with making Bank Station accessible. Our ambition is that all stations within the Square Mile are accessible by 2044.
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Outcome 7: Journeys by public transport will be pleasant, fast and reliable

Bus journeys will be quick and reliable, an attractive alternative to the car	Annualised average bus speeds, base year 2015/16	6.7	2041	The City proposes a number of measures that, in conjunction with TfL's proposed changes, will aim to improve bus journey times. Our traffic reduction ambitions will also provide significant bus priority in the form of better traffic flow for all street users.
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Appendix 1.

City of London Local Implementation Plan – 2019/20 – 2021/22

Requirements for Local Implementation Plan submission

Requirement of Local Implementation Plan submission		Page number
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Appendix 2: TfL comments on draft LIP Delivery Plan

TfL comments on draft LIP Delivery Plan

Comment	Response
1.LIP guidance requirements	
1.1 The City should outline at the start of the Transport Strategy, the democratic process that the City follows in order for the Transport Strategy/LIP to be signed off. This is a requirement set out in the LIP Guidance.	Additional section added to Introduction
1.2 The City should provide a statement in the main Transport Strategy/LIP referencing the IIA that has been completed. It's noted that an IIA was submitted as part of the draft for consultation.	Further detail added on IIA in Section 1
1.3 The City should give reference to the other core Mayoral strategies that are relevant to the Transport Strategy/LIP, setting out why they are important to the City and how they might influence the Transport Strategy/LIP (other strategies that might be of relevance include the London Plan, London Environment Strategy and strategies on economic development, housing, health and culture).	Further detail added on regional policy in Section 1 .
2.Objective setting – Mode share	
2.1 It is noted that the City's Transport Strategy/LIP sets out a clear vision, aims and 10 outcomes detailing how the City will deliver the strategy/LIP.	No action
2.2 We welcome the level of ambition that has been demonstrated in the Transport Strategy/LIP, particularly around reducing traffic volumes and prioritising walking, cycling and public transport.	No action

3.Objective setting – MTS Outcomes	
3.1 All requirements met.	No action
3.2 It is important that the City work closely with neighbouring authorities in order for the benefits of traffic reduction, and the other ambitious outcomes set out in the Transport Strategy/LIP, to be felt at a sub-regional level.	Noted – no action in document
3.3 The City could expand on some of the public transport elements that feature in the final section of the Transport Strategy/LIP to outline further aspirations for public transport services to, from and within the City.	<p>As the City supports the aspirations in the MTS for public transport there are no additional points to be included.</p> <p>The Transport Strategy has been updated to include: <i>The Mayor and TfL have laid out ambitious plans for expanding the Capital's public transport networks to address the additional pressures this growth will place on these services. We will work with TfL to support the delivery of these aspirations to ensure the public transport network continues to meet the needs of people travelling to and through the Square Mile.</i></p>
Borough targets	
4.1 The City needs to set a 2021 target for the Active, efficient and sustainable mode share Outcome – this is a key outcome for the MTS so all boroughs are asked to set a target for both 2021 and 2041.	Section 9 - additional target for 2021 added.
4.2 It is noted that a more ambitious target has also been set for 2041 for Outcome 3a – the City should provide a short narrative in the table provided in the delivery plan submission, however the main Transport Strategy document clearly sets out the City's ambitions on reducing traffic over the course of the strategy.	<p>Section 9 updated to include: <i>The Transport Strategy sets ambitious targets which should contribute positively to MTS outcome 3, (Proposal 11) with a combination of measures designed to take a proactive approach to traffic</i></p>

	<i>reduction. Reductions in all types of motor traffic will be required to meet this.</i>
4.3 It is noted that the City has set its Vision Zero target of 0 for 2040, a year earlier than the MTS aim for 2041. If this is intentional then the more ambitious target should be supported by a short narrative explaining why a more ambitious target has been set.	Section 9 updated to include: <i>This date (where the MTS date is 2041) is aligned with the actions in the Transport Strategy which are set to deliver a reduction in KSIs</i>
4.4 Following the moves to new collision reporting systems – the Case Overview and Preparation Application (COPA) for the Metropolitan Police Service and Collision Reporting And Sharing (CRASH) for the City of London Police – we have now completed initial back estimates for the number of people killed or seriously injured (KSI) for each borough between 2005 and 2017 (contained in the 2017 'Casualties in Greater London' factsheet, available on the TfL website alongside supporting data tables at https://tfl.gov.uk/corporate/safety-and-security/road-safety).	Target amended to include an agreed an interim target for 2030 which reflects a more realistic and deliverable target. The 2040/41 target is in line with the TfL recommendation.
4.5 We will issue a revised set of borough trajectories for Outcome 2 and Vision Zero and need boroughs to update their targets to reflect these new trajectories in their final LIP for 2022 and 2030 (2041 is unchanged at 0). The level of ambition remains unchanged, despite these revised figures. The borough is also asked to include the following text in the final LIP under Outcome 2 explaining the reasoning for the change in trajectories and targets: <i>'The Metropolitan Police Service (MPS) introduced a new collision reporting system in November 2016 - the Case Overview and Preparation Application (COPA). The City of London Police also moved to the Collision Reporting And Sharing (CRASH) system in October 2015. This has had a number of impacts on the data that is available to Transport for London (TfL), and the London Boroughs in the ACCSTATS database for collision investigation. Under the new systems officers use an 'injury-based assessment' in line with DfT STATS 20 guidance and online self reporting is available. Both of these</i>	See above and City of London is not in a position to undertake the full back casting exercise as it does not yet have full 12 months of data collected under the new system. Data analysed so far though indicates a similar position to other London Local Authorities. The City of London has proposed an alternative trajectory to 2030 and 2040/2041. These figures are reflected in the table for the 2022 target. This has been discussed in detail with TfL. Once the back-casting exercise, as described below, has been completed to provide a new baseline for 2005/9 and 2010/14 these targets will be reviewed. Explanatory text added.

<p><i>changes are expected to provide a better assessment of injury occurrence and severity but have made data collected from November 2016 onwards difficult to compare with earlier data.</i></p> <p><i>TfL commissioned the Transport Research Laboratory (TRL) to undertake a back-casting exercise to enable pre-November 2016 data to be compared with post November 2016 data. These initial back cast estimates include the number of people killed or seriously injured (KSI) for each borough between 2005 and 2017 and this data has been used to update borough targets to align with those contained in the Mayor's Transport Strategy, namely a 65 percent reduction in KSIs by 2022 against the 2005-09 baseline, a 70 percent reduction in KSIs by 2030 against the 2010-14 baseline and zero KSIs by 2041. The targets contained in this final version of our LIP have been set against Outcome 2 for Vision Zero to reflect the reporting changes. The level of ambition remains unchanged, despite these revised figures.'</i></p>	
5.Delivery Plan – Longer term	
5.1 The City could provide an expanded commentary to support the longer term plan that has been submitted in the LIP delivery plan document. This should reflect how the listed schemes address the relevant MTS outcomes.	Additional commentary provided in Section 6 .
6.Delivery Plan – 3 year programme	
6.1 All requirements were met for the three year plan section of the LIP delivery plan submission.	No action

7.Delivery Plan – 1 year programme	
7.1 It is noted that the Pro Forma A was submitted alongside the Transport Strategy/LIP submission. More detailed feedback will be provided by Network Sponsorship, but the form needs to contain more detail as some sections have not been completed.	ASS Proforma A was resubmitted with additional information in December 2018; this will be resubmitted with LIP to reflect final annual settlement figure for 2019/20.
8. Delivery Plan – General	
8.1 The LIP delivery plan should be more clearly linked to the main Transport Strategy/LIP document, either by more clearly referencing it in the main document or perhaps by including it within the main document as an appendix.	Noted and additional comment in Transport Strategy: <i>This Strategy, together with a separate LIP Delivery Plan, will form the City of London Corporation's Local Implementation Plan (LIP). The City Corporation, along with London's 32 boroughs, is required to produce a LIP that details how we will support the delivery of the MTS. Our draft LIP Delivery Plan is published alongside this draft Strategy and provides more details of the alignment between our visions, aims, outcomes and proposals and the MTS. It sets out schemes and projects to deliver the transport proposals, essentially those funded by TfL, and also supported by other funding as appropriate. This is available on the Transport Strategy website</i>

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