## Appendix 1: 2021/22 - 2023/24 Delivery Plan and Q4 2020/21 - year end update

This appendix sets out the Delivery Plan for the current three-year period (2021/22 - 2023/24). The table below also includes an update on progress up to and including Q4 2020/21. Schemes which completed at the end of March 2021 have been marked in grey and will not be included for the forthcoming year.

	Major Projects Programme									
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update				
Bank Junction and surrounding streets 'All Change at Bank' Walking and public realm improvements	2013/14	2022/23	OSPR S106 TfL	4,000- 5,600	Primary delivery of proposals 1, 2, 7 11, 12, 20, 24 Corporate plan outcomes 1, 9 CR20	£4m capital funding has been provisionally allocated for post G4 detailed design and construction. The project financial range has been scaled back to reflect this. Approval was obtained in May 2020 to proceed with 3 options into more detailed design, looking at different combinations of road closures/ further restrictions. From this, one option was approved for detailed design and public consultation. Public consultation opened on the 29 March 2021 and due to close on 10 May 2021. The scheme is progressing well through design stages with a final design (GW5) planned for completion date of October 2021. The scheme at present is on programme for 2023 completion.				

	Major Projects Programme									
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update				
Moorgate Crossrail Integration Walking improvements to junction and surrounding public realm (in conjunction with Crossrail)	2019/20	2025	S278 S106 Crossrail	2,000 + further S106 to be agreed	Primary delivery of proposals 1, 2, 7, 20, 47 Corporate plan outcomes 1, 9 CR20	Finsbury Circus western arm on hold due to ongoing settlement issues. Working with Crossrail Ltd. to address this. Progress has been made through the year with TfL including pedestrian modelling. Currently exploring design options for the London Wall/Moorgate junction and Ropemaker Street/Moorgate junction. It is expected that an Issues Report will be developed over the summer months for Autumn Committee.				
St Paul's gyratory removal  Traffic management measures to remove St Paul's gyratory system and Museum of London roundabout and associated public realm improvements.	2013/14	2025	CIL S106	13,000 - 17,000	Primary delivery of proposals 1, 2, 24, 7, 8, 20 Secondary 11, 12 Corporate Plan outcomes 1, 9 CR20	Further capital funding bid required – scheme had been put on hold pending decision on adjacent site (Museum of London).  An Issue report for April Streets &Walkways to restart the project to coordinate and develop highway change around the two developments at each end of the gyratory, LWW and 81 Newgate St				
Liverpool St Crossrail Integration Improvements to the public realm, and in particular the pedestrian environment, to accommodate the new	2019/20	Phase 1 2020/21, Phase 2.1 2021/22 Phase 3 2021/22	S278 S106 Crossrail	2,000 (Phase 1) +£1,400 S106 funding for	Primary delivery of proposals 1, 2, 7, 20 Secondary 47 Corporate plan outcomes 1, 9 CR20	Phase 1 – Under construction, fully funded by Crossrail in immediate area around station; progressing to programme with completion scheduled for end of June 21.  Phase 2.1 – 'Quick win' local area improvements to accommodate Crossrail opening. After previous data analysis, traffic signal timings at relevant pedestrian crossings				

	Major Projects Programme									
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update				
Crossrail Station on Liverpool Street				Phase 2 and 3		are being reviewed with TfL, and plans are being progressed with footway widening.				
						Phase 3 – Working and Steering Groups have been established to support development of a long-term vision for Liverpool Street area. This vision will identify further opportunities for to improve the experience of walking, cycling and spending time in the area and enhance transport interchange.				
Legible London pedestrian signing scheme	2019/20	2020/21	LIP OSPR	2,144	Primary delivery of proposals 6, 2, 1 Corporate plan outcome 9.	Project completed, May 2021. Transfer of maintenance and sign updates to Business as Usual underway				
Fleet Street Area Healthy Streets Plan  Traffic management study and improvement required for Fleet Street between Chancery Lane and Ludgate Circus (scheme development only, implementation beyond Delivery Plan period – 2025-2040)	2020/21	2021/22	S106	250	Primary delivery of proposals 1, 2, 11, 12, 20 Secondary 38 Corporate plan outcomes 1, 9 CR20	Work commenced in 2020. Work is progressing in 2021 on stakeholder engagement, to take place in the summer months. Survey currently being developed. Engagement will focus on what people want to see for the area and how it should develop.				

	Major Projects Programme									
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update				
Pedestrian Priority Programme					Primary delivery of proposals 1, 2, 16,	Work commenced in 2021 with approval on the prioritisation methodology and the nomination				
Series of street improvements to manage pedestrian priority, including traffic access restrictions and pavement widening	2021/22	2024/25	CoL - CAS	6,000	Corporate plan outcomes 1, 3, 9 CR20 CR21	of year 1 streets for scheme development.				
1 – 2 Broadgate  Public realm improvements to accommodate new pedestrian desire lines and increased pedestrian footfall	2020/21	2023/24	S278	900	Primary delivery of proposals 2, 5, 7	Concept design proposals have been prepared with the developer. Preparatory survey work and liaison with utility companies has also been undertaken.				

			City (	Cluster Are	a Programme	
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update
Traffic Reduction and Pedestrian Priority Programme Healthy Streets Plan	2019/20	2021/22			Primary delivery of	Work on the City Cluster Healthy Streets Plan recommenced in February 2021. The Healthy Streets Plan has now been completed and will be a Progress Report to Streets & Walkways. This sets out the feasibility of proposed traffic
St Mary Axe Pedestrian priority and traffic access restrictions  Leadenhall Street Traffic access restrictions	2021/22	2022/23	TfL – LIP & LN S106 CIL EU	1000	proposals 1, 2, 11, 12, 13, 20, 29, 38, Secondary 24, 25 Corporate plan outcomes 1, 9 CR20 CR21	management measures with traffic modelling and a delivery plan setting out the approach for delivery and the phasing of implementation (with consideration of constraints from construction and new development over the next eight years). Recommendations for traffic management on Leadenhall and St Mary Axe are being taken forward for Committee decisions in July 2021.
Wellbeing and Climate Change Resilience Programme	2020/21	2024/25	S106, CIL, S278, TfL, OSPR	1500	Primary delivery of proposals 7, 8, 9, 10	Work on this programme has been progressing with good engagement with external business partnership. Seven projects have been identified and approved to be taken forward to Gateway 5. These consist of improvements to existing public spaces, the delivery of Green Streets and Climate Change resilience measures.

Activation and Engagement Programme	2020/21	2024/25	S106 (further funding TBC)	300	Primary delivery of proposal 7, 13	Large and medium scale activation programmes are being developed to be taken forward for Gateway 4 - 5 approvals
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	Smithfield and Barbican Area Programme									
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update				
West Smithfield Public Realm and Transportation measures Implementation of public realm and transport measures improvements to support Culture Mile and Museum relocation. Incorporates Smithfield section of Barbican & Smithfield - Healthy Streets Plan;	2019/20	2026	CoL S106 OSPR	715 with additional costs TBC	Primary delivery of proposal 2, 7, 12 Corporate plan outcomes 1, 9 CR20 CR21	During 2020, Public Realm concept design based on transport phasing was set out with targeted engagement with stakeholders through the latter half of the year. Transport modelling is continuing.  A Statement of Significance is being drafted for the public realm.  A series of experiments are being planned for the summer that will support local businesses, connected to COVID-19 recovery work being undertaken by the department.  Design development is continuing and engagement is being planned.				
Beech Street Transport and Public Realm Improvements air quality and public realm enhancements  Incorporates Barbican and Golden Lane section of Barbican & Smithfield - Healthy Streets Plan.	2018/19	2023/24	CIL	1,700 with additional costs tbc	Primary delivery of proposals 2 11, 7, 8 Secondary 29 Corporate plan outcomes 1, 11 CR20 CR21	Zero Emission Street experimental traffic order has been in place since March 2020. The approach to the Healthy Streets Plan and public realm improvements programme is currently being reviewed in preparation of a potential capital bid.  In February 2021, S&W Committee determined to continue with the experiment. The scheme continues to be monitored and enforced but measures to develop the permanent scheme are currently on hold due to a second Judicial Review.				

Barbican & Golden Lane Zero Emission Zone	2020/21	2021/22	LIP	150	Primary delivery of proposals 29, 11 Secondary 38 Corporate plan outcomes 1, 11 CR21	On hold and will be reviewed once transport and air quality impacts of COVID-19 are better understood.
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	Minor Schemes Programme									
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 updates				
Healthy Streets minor schemes  Small scale interventions at targeted locations to reduce road danger, improve accessibility, enhance the walking and cycling experience, and/or deliver bus priority, people walking.	2019/20	Ongoing	LIP	920 (to 2021/22) Future years tbc	Primary delivery of proposals 1, 2, 16, 20 Corporate plan outcomes 1, 3, 9 CR20	The works at Gresham Street/Old Jewry and Basinghall St were completed. Gresham Street/Wood Street, Creechurch Lane/Leadenhall St completed March 2021. Future programme is prepared with feasibility work carried out during 2020/21. Delivery of the priority schemes in 2021/22 will be dependent on funding from TfL LIP programme.  Charterhouse School Street experimental access restriction was agreed in Dec 2020 for commencement in the Spring term 2021.				
Puddle Dock Pedestrian route safety and provision of new walking route (further scheme elements to be delivered by TfL on TLRN)	2019/20	2021/22	LIP	385	Primary delivery of proposals 1, 2, 20 Secondary 48 Corporate plan outcomes 1, 9 CR20	Highway works commenced in early 2020 and were delayed due to COVID-19. Scheme due to complete first quarter 2021/22.				
Riverside Walkway Globe View section. Reinstatement and improvement of Thames path for public access	2019/20	2021/22	TfL – LIP S106 S278	450-650	Primary delivery of proposals 3, 5 Corporate plan outcome 9	Work progressed on Globe View as the completion was a priority and further S106 funding was identified. Work to start on site in Sept/Oct 2021 and compete works by the end of Dec 2021.				

Minor Schemes Programme								
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 updates		
Disabled parking bay adjustments	2019/20	2020/21	CoL	15	Secondary support proposal 16 Corporate plan outcome 3	Project completed at the end of 2020/21.		

	Cycling Programme								
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update			
City Cycle Network Phase 1  Route 1: CS1 to Monument via Bank Route 2: Aldgate to Blackfriars via Bank (including improvements at Mansion House junction with TfL)	2019/20	2022/23	TfL	2,000- 4,000	Primary delivery of proposals 1, 24, 20 Secondary 11, 12 Corporate plan outcomes 1, 9 CR20 CR21	Survey of existing conditions completed. Draft proposals being reviewed alongside the temporary COVID-19 measures. Consultation anticipated in 2021/22. Overall programme delayed by at least 12 months. Investigation work on the feasibility studies for Route 1 and Route 2 has resumed. The reports with the recommended preliminary proposals is expected back from the consultants in July 2021. TfL has not yet confirmed whether funding will be available for cycling programme in 2021/22			
Cycle route Quietway 11 Queen Street upgrade	2019/20	2021/22	TfL	500	Primary delivery of proposals 1, 24, 20 Secondary 11, 12 Corporate plan outcomes 1, 9 CR20 CR21	Cycle infrastructure upgrades completed and project now closed. Included loading restrictions on King Street, Queen Street, Wood Street and Moor Lane; Footway widening / buildouts on Wood Street north of London Wall; Traffic island on Wood St j/w Fore St; Change of Give-way priority on Silk Street j/w Moor Lane; Raised table on Queen Street j/w Skinners Lane; Raised table on Mark Lane j/w Great Tower Street; Changes to the traffic island on Mark Lane j/w Hart Street			

	Cycling Programme								
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update			
City Cycle Network					Primary delivery of proposals 1, 24, 20	Projects to commence 2021/22 subject to funding from TfL.			
Phase 1					Secondary 11, 12				
Route 3: Duke's Place to St Paul's Gyratory	2021/22	2024/25	TfL	TBC	Corporate plan outcomes 1, 9				
Route 4: Bank to Holborn					CR20				
					CR21				
City Cycle Network					Primary delivery of proposals 1, 24, 20	Projects have been installed on a temporary basis as a response as part of the Covid-19			
Bevis Marks					Secondary 11, 12	response. Subject to funding from TfL these will be reviewed to see if it is appropriate to			
Queen Victoria Street	2021/22	2021/22	TfL	47	Corporate plan outcomes 1, 9	retain and enhance.			
Protected cycle lane provision					CR20				
provident					CR21				
Cycle Parking implementation of additional space for standard and dockless cycles	2020/21	2021/22	CoL	15 + external TBC	Primary delivery of proposal 25	New spaces on street were completed in November 2020, further new safe cycle parking is being installed in car parks in May and June 2021. Further work is continuing due to the expansion of dockless cycle parking and e-scooters. Additional dockless cycle bays being identified to facilitate expansion and support launch of e-scooter scheme.			

	Public Realm Programme									
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	Q4 update				
Moor Lane – Meanwhile project followed by permanent public realm enhancements	2021/22	2022/23	S106 S278	70 (temp scheme) Further costs tbc	Primary delivery of proposals 2, 5, 7	Meanwhile project involving greening design complete. Install due in 2020. Landscaping scheme to be implemented following completion of development. On programme.				
Mark Lane area – public realm and walking improvements	2020/21	2020/21	S106	800	Primary delivery of proposals 2, 5, 7	Site condition surveys in progress with expected March 2021 start for implementation and completion phase.				
Barts Close public realm improvements	2017/18	2021/22	S106 S278	4,500	Primary delivery of proposals 2, 5, 7	Construction in progress, Phase 3 (last phase). Expected completion May 2021.				
55 Moorgate – public realm and walking improvements	2020/21	2021/22	S106	300	Primary delivery of proposals 2, 5, 7	Substantive works have been delayed but commenced again February 2021				
Creed Court – public realm improvements	2020/21	2021/22	S106/S27 8	750	Primary delivery of proposals 2, 5, 7	Delayed due to COVID-19, and programme dependent on the developer.  Start of implementation planned for Q4 2021/22.				
22 Bishopsgate public realm improvements	2020/21	2021/22	S278	1,300	Primary delivery of proposals 2, 5, 7	Works have been substantially completed during 2021/22; snagging is taking place with southernmost section of Undershaft re-				

Public Realm Programme								
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	Q4 update		
						scheduled to July 2021 to accommodate access to neighbouring development.		
150 Bishopsgate public realm improvements	2020/21	2021/22	S278	1,300		Developer was delayed due to COVID-19, however works have progressed during the last 12 months. Work is on programme to be completed mid-2021		
100 Minories public realm enhancements	2019/20	2021/22	TfL – LIP S106 S278	1,000- 1,200	Primary delivery of proposals 2, 7 Corporate plan outcome 9	Design agreed. S278 scope agreed and finalised in Feb 2021. Issue report submitted to set out actions required to start on site in 2021.		
Mansion House Station Environs walking and public realm improvements, including routes to rail stations	2019/20	2021/22	TfL – LIP S106 S278	400	Primary delivery of proposals 2, 1 Corporate plan outcome 9	Design work recommenced in February 2021. Overall programme impact 6-12 month delay.		
Middlesex Street (Petticoat Lane Market) Public realm improvements to support a rejuvenated market and increase pedestrian priority at key locations	2020/21	2021/22	S106	900	Primary delivery of proposals 2, 6, 13,	Design work for public realm elements of project were progressed during 2020.  Approval to start work has been given. Design details of the scheme are being finalised, including utilities for traders, with a plan to include electric charge points; and the schedule of the works.		

	Public Realm Programme								
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	Q4 update			
Public Realm SPD and Technical Manual update	2020/21	2022/23	S106	100	Supports proposal 2	Work commenced in 2020, with internal stakeholder workshops planned for May-June 2021.			

	Strategic Transportation Programme									
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update				
Future Transport Programme	2019/20	Ongoing	CoL officer time	-	Primary delivery of proposals 43, 44, 45	Programme being developed and our approach has been refined. E-scooters trial being developed with TfL and central London boroughs.				
City Wide 15 mph speed limit Schemed development; implementation and education programme	2019/20	2022/23	LIP	200	Primary delivery of proposal 20 Secondary 1, 2 Corporate Plan outcome 1 CR20	Application to DfT has been progressed although delays due to reprioritisation on COVID-19 projects. Report is awaiting final signoff internally.  If approved at DfT level; implementation at the earliest would be in 2022.				
Sustainable logistics centre Co-location major suppliers including, waste collection, courier services, (feasibility and scheme development; implementation to follow in 2030)	2020/21	2030	CoL	50 for feasibility study Future years tbc	Primary delivery of proposals 38, 39, 11, Secondary 2, 29 Corporate plan outcomes 5, 9 CR20 CR21	A brief for a feasibility study has been developed and informal engagement has been undertaken with consultants.  Invitation to tender is anticipated in 2021/22.				
City of London Streets Accessibility Standard (CoLSAS)	2019/20	2020/21	TfL – LIP	50	Primary delivery of proposals 16, 1 Secondary 2, 11 Corporate plan outcomes 1, 3, 8	Agreed revised approach to developing standard and the design tool in response to Covid-19 impacts. The tool has been developed and tested with project engineers. Work due to complete June 2021 on the accessibility tool.				

Strategic Transportation Programme									
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update			
CoLSAS audit and delivery plan	2021/22	2021/22	CoL Officer time	-	Primary delivery of proposals 16, 1 Secondary 2, 11 Corporate plan outcomes 1, 3, 8	Work to commence on audit of streets during 2021/22.			
Sustainable Servicing Programme policy and guidance working with TfL	2019/21	2022/23	CoL officer time	-	Primary delivery proposal 39 CR21	Work rolled into 2021/22 due to partnership working with TfL and other neighbouring authorities being preferable. TfL has delayed initial guidance Some exploratory work has commenced with researchers at UCL.			
Shared use review for walking and cycling areas policy and design guide	2019/20	2021/22	CoL officer time	-	Primary delivery of proposals 2, 20, 24, 1, Corporate plan outcome 9 CR20	Identification of sites completed. Approach and criteria being developed in conjunction with Accessibility Standard. Review expected to be completed in 2020/21.			
Last mile delivery hubs Two 'last mile' logistics hubs in underutilised City Corporation assets by 2022. A further three hubs by 2025	2019/20	2022/23	CoL officer time)	-	Primary delivery of proposals 38, 39, 11 Secondary 32, 2 Corporate plan outcomes 5, 9 CR20 CR21	An invitation to bid for 2000sqft at London Wall car park was released in late February 2020. with a successful contract award. On programme for operational site in London Wall by September 2021. The programme for a further two sites has been extended to extend into 2022/23 given delays in 2020 from COVID-19.			

Strategic Transportation Programme								
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update		
Kerbside Review Comprehensive review of on-street parking and loading activity	2019/20	2022/23	LIP	100	Primary delivery of proposal 14 Secondary 11 Corporate plan outcomes 5, 9	Data from the kerbside surveys and a motorcycle study looking at travel behaviour has been analysed. A 'Current Conditions and Issues report' has been completed with an Action Plan completed in August 2020.  Work has commenced on the Action Plan, where there are changes are identified these are programmed to be completed by the end of 2022		
EV Infrastructure Action Plan  Assessed demand for infrastructure completed with a number of actions during 2020/21 to assist with delivering sufficient new charging capacity; including innovative projects	2019/20	2022/23	DfT; CoL	TBC	Primary delivery proposal 30 Corporate plan outcome 11 CR21	Completed recommendations reported to March 2020 committees. Actions to deliver new infrastructure to be taken forward during 2021/22 as programmed delayed by COVID-19.  Installation of EV rapid hub at Baynard House in progress with launch anticipated Sept 2021. Barbican car parks have installed new EV charge points in 2021; new charge points in further DCCS estate planned, subject to funding.		

	Events and Campaigns								
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risk	2020/21 update			
Sculpture in the City annual programme Temporary public art installations in the City Cluster area	2019/20	2022/23	CoL, S106	983 (for 2021/22)	Primary delivery of proposal 7 Corporate Plan outcomes 7, 10	Annual programme. 2020/21 postponed for earlier Spring 2021/22. Installation programme on target for Summer 2021			
Lunchtime Streets City Cluster and Chancery Lane Further streets to be identified and funding beyond plan period	2019/20	Ongoing	TfL – LIP	100 (to 2021/22)	Primary delivery of proposals 6, 13 Secondary 1 Corporate plan outcome 1	During 2020/21 lunchtime streets activity was suspended due to COVID-19 and suspension of LIP funding. Plans for activity in 2021/22 are being developed with some external funding and good support from the BIDS. Additional work to support temporary closures for al fresco dining has been undertaken during 2020/21.			
Road Danger Reduction Campaigns Behaviour change and community engagement, (including working with City of London Police)	2019/20	Ongoing	TfL – LIP	180 (to 2021/22)	Primary delivery of proposals 6 13, 20, 21, 34 Corporate plan outcome 1 CR20	Much of this programme was placed on hold due to COVID-19 working restrictions and suspension of LIP funding. However between August and November, the team was able to progress training and cycle roadshows with City of London Police. We have had higher numbers of adult cycle training than previous years. Further contact has been maintained with partners, including City of London Police to engage City businesses and schools to take part in this cycle safety training.			

	Other projects									
Project description	Start date	End date	Funding sources	Total cost £,000	Transport Strategy proposals, Corporate Plan outcomes and Corporate Risks	2020/21 update				
Street lighting upgrade main and side streets upgraded	2018/19	2020/21	CoL	4,000	Primary delivery proposal 23 Corporate plan outcomes 1, 12	Project completed; now business as usual				
Zero Emission Waste Collection procurement of waste collection service with Zero Emission Vehicles	2019/20	Ongoing contract	CoL officer time	-	Primary delivery proposal 33 CR21	Project completed; now business as usual				

OSPR – On Street Parking Reserve
CoL – City of London funds (not specified here, see individual projects)
S106 – Developer funding through planning agreements - the allocation of these has already been approved as funds are ring fenced by purpose, and in most cases by location (appvd 2019 July RASC)

S278 – Developer funding Highway scheme

CIL - Community Infrastructure Levy