

City of London Corporation

Local Implementation Plan Delivery Plan

2019/20 – 2021/22

Draft for consultation

November 2018

## Contents

Contents	2
Introduction	3
1. City of London Transport Strategy delivery of MTS Outcomes.	4
2. Linkages between Delivery Plan and Mayor’s Transport Strategy outcomes	7
3. Three-year programme for TfL funding	10
* Provisional requests	14
Supporting commentary for the three-year programme	15
4. Proposed funding strategy – 3-year programme	20
5. Delivery Plan Medium to Long-term Programme	22
6. TfL Business Plan	26
7. Risks to the delivery of the three-year programme	28
8. Monitoring the delivery of the outcomes of the Mayor’s Transport Strategy	32
Appendix: Table for TfL Local Implementation Plan submission requirements.	

## 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 and relevant sections of the supporting three-year Delivery Plan will act as the City 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). Requirement 2.

**The sections of the Delivery Plan that are required for the LIP are presented here. Subject to approval they will then be submitted to TfL for review and published alongside the draft Transport Strategy as part of the consultation.**

The final Delivery Plan will include all transport and public realm projects funded from other sources and cover additional years, following the City's Department of Built Environment project review.

The Transport Strategy and 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. In accordance with Transport for London guidance the LIP Delivery Plan includes details of how each project 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 draft 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 (a copy of this is available alongside this document and was approved for consultation on the 30<sup>th</sup> October 2018). (Requirement 3).

The final Strategy and Delivery Plan will be submitted for adoption by the Planning and Transportation Committee and the Policy and Resources Committee in March 2019 and the Court of Common Council in April 2019. (Requirement 3)

A full summary of consultation, and responses will be included with the final submission (Requirement 4)

An Integrated Impact Assessment is submitted as a separate document (Requirement 5).

## 1. City of London Transport Strategy delivery of MTS Outcomes.

The Transport Strategy and 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 draft 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 (a copy of this is available alongside this document and was approved for consultation on the 30<sup>th</sup> October 2018). 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 draft 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*.

## 2. 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
	<b>Programme name</b>	✓	✓	✓	✓	✓	✓	✓		
	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					✓				

### 3. 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
<b>CORRIDOR, NEIGHBOURHOODS &amp; SUPPORTING MEASURES</b>			
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 total bid into 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
<b>STRATEGIC FUNDING</b>			
<b>Bus Priority</b>			
Implementation of bus priority in Heathy Streets minor schemes; and TfL bus priority schemes	50	25	25
<b>London cycle grid (Quietways programme)</b>			
City Cycle Network Phase one, including: CS1 – CS6 Holborn Circus to Bishopsgate via Bank	800	850	

<b>Mayor's Air Quality Fund</b>			
City Cluster and Barbican & Golden Lane Zero Emission Zones*	50	50	50
<b>Other</b>			
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. Enabling infrastructure supports the MTS ambition for a zero carbon city and meeting air quality targets for NO2 and PM.

#### 4. 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.

<b>Funding source</b>	<b>2019/20 £k</b>	<b>2020/21 £k</b>	<b>2021/22 £k</b>	<b>Total £k</b>
<b>TfL funding</b>				
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
<b>City funding</b>				
Parking revenue	1,000	444		1,444

Funding source	2019/20 £k	2020/21 £k	2021/22 £k	Total £k
<b>Other sources of funding</b>				
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
<b>Total</b>	<b>5,802</b>	<b>5,834</b>	<b>4,701</b>	<b>16,337</b>

## 5. 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
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
City Cycle Network Phase 1	Including: CS1 to CS6	2030	CoL	8,000

	King William St (Bank to Monument) St Paul's to CS2/CS3 Bank to Blackfriars		TfL  Developer contributions	
Core Cycle Network – Phase 2	Delivery of core cycle network, including the following routes <ul style="list-style-type: none"> <li>• Aldgate to Holborn via Bank (CS2 – CS6 connection)</li> <li>• CS3 to St Paul's via City Cluster and London Wall</li> <li>• CS1 – CS4 via Bank and Monument</li> </ul> CS2 – CS3 via Mansell Street	2030 -2044	CoL  TfL  Developer contributions	TBC
Bank Junction and surrounding streets	Walking and public realm improvements to deliver	2025	CoL  Developer contributions	17,000
Moorgate area	Walking improvements to junction and surrounding public realm (in conjunction with Crossrail)	2025	Developer contributions  Crossrail	9,500

	and to streets connecting Moorgate Station, Liverpool Street Station and the City Cluster			
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
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
City Cluster	Delivery of the City Cluster Area Strategy and associated traffic management and Healthy Streets measures	2030	TfL Developer contributions	20,000 +
Fleet Street and Courts Area	Area improvement scheme for Fleet Street between Chancery Lane and Ludgate Circus	2025-2040	CoL Developer contributions	10,000





## 6. 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.

## 7. 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
<b>Financial</b>			
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	Seek funding from other sources or reprofile other projects to allow funding to be reallocated  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	Projects may be delayed, closed prematurely or removed from the programme

Risk	Likelihood	Potential mitigation measures	Impact if not mitigated
<b>Statutory / Legal</b>			
<p>The two main statutory/legal risks associated with the programme are:</p> <ul style="list-style-type: none"> <li data-bbox="264 603 698 807">• Approval is not obtained from TfL for the exercise of the Highways Act or Traffic Management Act Road powers for affected streets</li> <li data-bbox="264 858 645 1024">• Objections are made to Traffic Order proposals under the Road Traffic Regulation Act</li> </ul>	<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
<b>Third Party</b>			
<p>The main third party risks are:</p> <ul style="list-style-type: none"> <li>Stakeholders and interested parties are disengaged with the programme</li> <li>There is a lack of alignment with the City of London aspirations and those of neighbouring boroughs</li> </ul>	<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
<b>Public / Political</b>			
Elements of the programme could be seen as unambitious or too radical by members	L	Keeping members involved and engaged early on 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
<b>Programme &amp; Delivery</b>			
<p>Changes in staffing could provide the following programme and delivery risks;</p> <ul style="list-style-type: none"> <li>• An inadequate level of resourcing</li> <li>• A lack of required skills or knowledge</li> </ul>	<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>

## 8. 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
<b>Overarching mode share aim – changing the transport mix</b>				
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.	99	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
<b>Healthy Streets and healthy people</b>				
<b>Outcome 1: London's streets will be healthy and more Londoners will travel actively</b>				
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)	17	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.

**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	The City is aspiring to reduce motor traffic volumes by 30% by 2030, and by another 50% on top of this reduction by 2050.
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 <sub>2</sub> emissions.	CO <sub>2</sub> 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 <sub>x</sub> emissions.	NO <sub>x</sub> emissions (in tonnes) from road transport within the City. Base year 2013.	10tn	2041	
Reduced particulate emissions.	PM <sub>10</sub> and PM <sub>2.5</sub> 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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