

City of London

City Plan 2036

Draft Infrastructure Delivery Plan

March 2020



Table of Contents

1. Introduction..... 5

1.1 What is the infrastructure Delivery Plan?..... 5

1.2 How has the Infrastructure Delivery Plan been produced?..... 6

1.3 What does the Infrastructure Delivery Plan contain? 6

1.4 How are infrastructure projects prioritised? 6

1.5 Policy background..... 8

1.6 Planned development in the City..... 10

1.7 Infrastructure Audits and evidence..... 15

1.8 Phasing, funding and delivery..... 17

2. Assessment of Infrastructure..... 22

2.1 Flourishing society: Healthy inclusive 22

 Air Quality 22

 Noise 26

 Social and Community facilities: Education 29

 Social and Community Facilities: Health 34

 Sport, Recreation and Play..... 39

2.2 Flourishing society: Safe and secure 42

 Emergency services..... 42

 Housing..... 46

2.3 Thriving Economy: Culture, Visitors and Night Time Economy..... 50

 Cultural facilities 50



2.4 Thriving Economy: Smart infrastructure and utilities	55
Electricity	55
Connectivity/Telecommunications	58
Gas	63
Decentralised energy networks	67
Pipe subways	72
2.5 Shape Outstanding Environments: Transport and Healthy Streets	75
Walking and cycling	75
Highways maintenance and management	81
Public transport	87
Freight and Servicing	90
Parking	92
River transport	96
Public Realm	98
Lighting	103
2.7 Shaping Outstanding Environments: Open spaces and Green Infrastructure	106
Open Spaces and Green Infrastructure	106
2.8 Shaping Outstanding Environments: Climate Resilience and Flood Risk	113
Climate Resilience and Flood Risk	113
Circular economy and waste	119
2.9 Key Areas of Change	123
Pool of London	125



Aldgate and Tower	127
City Cluster	130
Fleet Street and Ludgate.....	133
Smithfield and Barbican	137
Liverpool Street.....	143
Thames Riverside	145
2.10 Rest of the City	148

Table of Figures

Table 1 Indicative scale and phasing of growth of main land uses 2016-2036	10
Table 2 Current Spatial Distribution of Land Use February 2020	11
Table 3 Development pipeline February 2020.....	12
Table 4 Indicative Distribution of future development (% of floorspace and % of residential units)	13
Table 5 City of London Employment Growth.....	13
Table 6 Employment Change	14
Table 7 City of London Resident Population Projections.....	14
Table 8 Plans and Evidence	15
Table 9 S106 Contributions	18
Table 10 City CIL 2017/2018	18
Table 11 Neighbourhood CIL 2017/2018.....	20



1. Introduction

1.1 What is the infrastructure Delivery Plan?

The Infrastructure Delivery Plan (IDP) is produced to support the Local Plan 2036. The IDP identifies the City's infrastructure requirements and provides an update on the delivery of a range of social, physical and environmental infrastructure projects across the main objectives of the Local Plan 2036 set out below:

- Contribute to a Flourishing Society
- Support a Thriving Economy
- Shape Outstanding Environments
- Key Areas for Change

Infrastructure is vital to ensure that the City can continue to maintain its economic role and provide services to its workers, residents, visitors and students.

The City of London Corporation has set out the types of infrastructure it will fund through CIL through a Regulation 123 list. This list will be replaced with an annual Infrastructure Funding Statement. The first Statement will be published before the end of 2020.

The NPPF 2019 states that plans should set out the contributions expected from development. This should include infrastructure needed to deliver local plans such as for education, health, transport, flood and water management, green and digital infrastructure.

Infrastructure requirements in the IDP reflect the growth of allocations of the Key Areas of Change within the Local Plan 2036. The IDP sets out how the City's requirements will be delivered over the lifetime of the plan.

The IDP is also used in prioritising and determining bids for some s106 monies and Community Infrastructure Levy (CIL) income.



1.2 How has the Infrastructure Delivery Plan been produced?

The IDP has been produced in consultation with internal stakeholders including officers within Public Realm, Open Spaces, Transport, Public Health, Education, Housing and planning policy. Consultation has taken place with external stakeholders including utility providers, NHS and City of London Police.

1.3 What does the Infrastructure Delivery Plan contain?

For each infrastructure type, the IDP sets out the City's requirements, where and when it is needed, why it is needed and an update on the delivery of the infrastructure to date. It also identifies whether there are any risks and mitigation measures to assist with delivery. Each infrastructure type is accompanied by an Infrastructure Delivery Schedule table which provides further detail on who will be delivering the required infrastructure, funding and land requirements. Each infrastructure project is also prioritised to identify its relationship to the City of London Corporation Local Plan.

Infrastructure can be privately or publicly funded and includes provision by the voluntary sector.

Affordable housing is not defined as infrastructure in line with Community Infrastructure Levy Regulations. However, the City Corporation will continue to seek appropriate contributions through s106 planning obligations, as per Policy S27 of the Local Plan 2036/ CS4 Local Plan 2015.

Financial contributions towards training, education and skills provision within the City and City fringe are not defined as infrastructure and will also be sought through s106 planning obligations.

1.4 How are infrastructure projects prioritised?

Capital Projects (Capital Building Committee) are those with budget of over £100million

- Fleet Street Court Complex and Police Station
- Markets consolidation and relocation
- Museum of London relocation programme

The City Corporation's -Resource Allocation Sub-Committee determine resource allocation in accordance with the City's Corporation Corporate Plan and its range of adopted service strategies.



Bids that fulfil the City Corporation prioritisation criteria: -

- Hostile Vehicle Mitigation Security Programme
- Bank on Safety
- Security enhancements COL buildings
- Guildhall School Fire Alarm Renewal

Other bids that City Corporation Members have considered acceptable through its various Committees include:

Replacement of Critical End of Life Assets/Significant service implications

- Library self-service kiosks
- Crematorium Replacement & Mercury Abatement
- Planning & Regulatory Services Casework Management System
- Corporate IT service contract
- Pipe Subways of Holborn Viaduct and Snow Hill repairs (additional)

Police Projects

- Police IT Modernisation
- Police Digital Interview recording solution
- Replacement Police airwave radio communication system (additional)
- Police internet/SharePoint
- Security zone (additional)

Policy Implementation

- Beech St Tunnel Improvements and Zero Emission Street Implementation
- Electric Vehicle Charging Points for transition to Zero emission fleet
- Electric Charging Points at Walbrook Wharf and electrical supply
- City Mental Health Centre



Reputational Schemes

- St Lawrence Jewry Church
- Guildhall West Wing Provision of upgraded facilities

Internal loans and payback bids that have been accepted

- Electric Vehicle Replacements Internal Loan Facility
- Police Electric Vehicle Replacements Internal Loan Facility
- Freemans School Masterplan
- West Ham Park Nursery
- Transfer of operations from Walbrook Wharf to Guildhall
- City of London Girl's School Expansion (Additional)

In tangent with these projects- a number of strategic projects across the Corporation are included in the IDP.

Each project is categorised as follows:

Critical: physical constraint to growth- development cannot come forward without it

Essential: development cannot come forward in a sustainable/acceptable way without it

Important: development can come forward but some sustainability goals will need to be compromised and some adverse impacts accepted.

The IDP will be kept under review and amended as new information on infrastructure requirements, individual service spending priorities and funding becoming available. Delivery against the infrastructure needs identified in this plan will be included within the annual Infrastructure Funding Statement and monitoring of spending under s106 planning obligations and the Community Infrastructure Levy.

1.5 Policy background



The legislative basis for the Community Infrastructure Levy (CIL) is set out in the Planning Act 2008, amended by the Localism Act 2011. Detailed provisions for the setting, collection and spending of CIL are contained in the Community Infrastructure Levy Regulations 2010 (as amended). Regulations also prescribe the process for continued use of s106 Planning Obligations.

Requirements for the Mayoral Crossrail s106 Planning Obligations are set out in draft London Plan 2018 Policy T9 funding transport infrastructure through planning and Policy DF1 Delivery of the Plan and Planning Obligations, Policy 6.5 'Funding Crossrail and Other Strategic Transport Infrastructure' and Policy 8.2 'Planning Obligations' and in 2016 Supplementary Planning Guidance 'Use of Planning Obligations in the Funding of Crossrail, and the Mayoral Community Infrastructure Levy'.

Requirements for the Mayoral CIL 2 2018 are set out in draft London Plan 2018 Policies T9 funding transport infrastructure through planning and Policy DF1 Delivery of the Plan and Planning Obligations. The Mayor's CIL2 Charging Schedule, was introduced on the 1st April 2019 to supersede the Mayor's CIL Charging Schedule of April 2012 and intended to finance Crossrail and the north-south Crossrail 2 line.

The City of London policy framework is contained in the Local Development Plan adopted 2015, Policy CS4 Planning Contributions:

'To manage the impact of development, seeking appropriate developer contributions:

1. Requiring contributions through the Community Infrastructure Levy to assist in the delivery of the infrastructure necessary to support implementation of the Local Plan.
2. Requiring s106 planning obligations, having regard to the impact of the obligation on the viability of development, for:
 - (i) Site specific mitigation meeting statutory tests
 - (ii) Affordable housing
 - (iii) Local training, skills and job brokerage;
 - (iv) Local procurement in the City and the City Fringe
3. Requiring qualifying development to make an additional contribution to meeting the costs of Crossrail construction in accordance with the provisions of the London Plan'.

The City Corporation has prepared a Local Plan for the City of London for 2036 which will replace the existing Local Plan 2015. The Local Plan was subject to public consultation from December to February 2019. Policy S27 Planning Contributions states:



The City Corporation will seek appropriate contributions from developers to manage and mitigate the impact of development:

1. Requiring contributions through the Community Infrastructure Levy to assist in the delivery of the infrastructure necessary to support implementation of the Local Plan and the City's Transport Strategy and to contribute towards the costs of Crossrail, or other strategic infrastructure, in accordance with the provisions of the Mayor of London Community Infrastructure Levy 2.
2. Requiring s106 planning obligations, having regard to the impact of the obligation on the viability of development, for:
 - Site specific mitigation meeting statutory tests;
 - Affordable housing
 - Training, skills and job brokerage;
 - Carbon offsetting;
 - Local procurement in the city and neighbouring boroughs and
 - Measures to enhance area-wide security, where appropriate
3. Use of the Vacant Building Credit is not considered to be appropriate in the City of London

1.6 Planned development in the City

The City Plan 2036 sets out how the City Corporation expects the City to develop in the period up to 2036. It plans for significant growth in employment and population and addresses changes required to adapt to climate change.

Floorspace Growth

The Local Plan plans for growth and phasing of development over the period to 2036 as set out in Table 1 below.

Table 1 Indicative scale and phasing of growth of main land uses 2016-2036

Land Use	2016-2021	2021-2026	2026-2031	2031-2036	Total
Offices	750,000sqm	750,000sqm	250,000sqm	250,000sqm	2,000,000sqm
Retailing	73,500	73,500	24,500	24,500	196,000sqm
Housing	Average 141pa 2016-2019; 146pa 2019-2036				2,905
Hotels	Average 166pa				2,670 rooms



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Table 2 Current Spatial Distribution of Land Use February 2020

Key Area	Offices	Retailing	Hotels	Housing
Smithfield and Barbican	715,600_sqm/7.8%	73,431sqm/171 units/12.7%	565 rooms/9.1%	4,039 units/52.3%
Fleet Street and Ludgate	473,905 sqm/5.4% of total	54,295sqm/199 units/10.1%	653 rooms/10.5%	628 units/8.1%
Liverpool Street	701,481sqm/7.7%	27,757 sqm/185 units/9.4%	267 rooms/4.3%	13 units/0.2%
Aldgate and Tower	168,501 sqm/1.8%	15,000 sqm/76 units/3.8%	890 rooms/14.3%	586 units/7.6%
City Cluster	1,015,000 sqm/11.1%	69,200 sqm/188 units/9.5%	50 rooms/0.8%	7 units/0.1%
Pool of London	129,193sqm/1.4%	7,400sqm/ 11 units/0.6%	77 rooms/1.2%	323 units/4.2%
Blackfriars	126,272 sqm/1.4%	172 sqm/5 units/0.3%	212 rooms/3.4%	0
Rest of the City	5,812,881 sqm/63.5%	329,365 sqm/ 1,140 units/57.8%	3,491 rooms/56.2%	1,952 units/25.1%
Total	9,164,897sqm	576,600sqm/1,969 units	6,205 rooms	7,725



Table 3 below indicates the development pipeline which includes floorspace under construction, that which is permitted but not yet commenced and/or awaiting a decision notice subject to S106.

Table 3_Development pipeline February 2020

Key Area	Offices	Retailing	Hotels	Housing
Smithfield and Barbican	86,466 sqm/6.7%	2,137 sqm/3.1%	246 rooms/11.8%	342 units/26%
Fleet Street and Ludgate	12,337 sqm/0.9%	1,914 sqm/2.8%	132 rooms/6.3%	0 units
Liverpool Street	146,255 sqm/11.4%	39,779 sqm/59.1%	0 rooms	0 units
Aldgate and Tower	32,553 sqm/2.5%	1,379 sqm/2%	640 rooms/30.9%	98 units/7.4%
City Cluster	828,300 sqm/64.6%	8,923 sqm/13.2%	8 rooms/0.4%	0 units
Pool of London	0 sqm/0%	525 sqm/0.7%	0 rooms	0 units
Blackfriars	0 sqm/0%	0 sqm	0 rooms	0 units
Rest of the City	174,758 sqm/13.6	12,557 sqm/18.6%	1,045 rooms/50.4%	876 units/66.5%

The expected distribution of the development is set out below in Table 4, which illustrates the scale of growth that could take place within the Key Areas of Change and the rest of the City. Distribution has been based on the percentages of the projected development pipeline, the capacity and suitability of the Key Areas of Change for different land-uses and known pre-application discussions. The figures are not prescriptive and are presented as percentage ranges.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Table 4_Indicative Distribution of future development (% of floorspace and % of residential units)

Key Area	Offices	Retailing	Hotels	Housing
Smithfield and Barbican	0 - 10%	10 – 20%	10 – 20%	20 – 30%
Fleet Street & Ludgate	10 - 20%	0 – 10%	0 – 10%	0 – 10%
Liverpool Street	10 – 20%	40 – 50%	0	0
Aldgate and Tower	0 – 10%	0 – 10%	10 – 20%	10 – 20%
City Cluster	50 - 60%	10 – 20%	0 – 10%	0
Pool of London	0 – 10%	0 – 10%	0	0
Blackfriars	0 – 10%	0	0	0
Rest of the City	10 – 20%	20 – 30%	30 – 40%	30 – 40%
Total	2,000,000	196,440	2670 rooms	2336 units

Table 5_City of London Employment Growth

	Employment
2016	527
2021	587
2026	608
2031	617
2036	643

These GLA projections suggest a growth in employment in the City between 2016-2036 of 116,000. Employment growth is expected to follow the planned growth in office floorspace, with the greatest increase in the City Cluster.



Table 6 Employment Change

	Employees
2016	463,000
2017	495,900
2018	507,450

Source: Office for National Statistics – Business Register Employment Survey

Table 7 City of London Resident Population Projections

	Resident
2016	7,400
2036	10,000

GLA resident population projections show a modest increase in resident population of approximately 2,600 over the Local Plan period. In addition to the resident population, there are approximately 1,400 second homes in the City of London which would indicate a current total resident population for the City of approximately 8,800.

The majority of residential development is concentrated around the edge of the City in four estates (the Barbican, Golden Lane, Middlesex Street and Mansell Street). Other residential clusters are located in Smithfield, the Temples, parts of river (Queenhithe), Fleet Street (City West), Carter Lane and around Botolph Lane. These areas are therefore, a prime consideration in the location of social and community infrastructure serving the residential population.



The majority of City residents are aged between 20 and 44 (33.1%) and 45 and 64 (29.8%). Compared with the London average, the City has a higher proportion of its population in older age groups (45-64 and 65+), according to 2018 data from Public Health England, and compared with 2016 figures, there has been an increase in those aged below 20 and over 65. Life expectancy in the City of London remains considerably higher than the London and England averages. This general age profile moves through to 2036 although projections suggest an ageing population with a greater proportion of the population 65 years and over.

1.7 Infrastructure Audits and evidence

Evidence supporting proposed infrastructure provision and improvements derived from a wide range of sources, key elements of which are set out below. The audits and evidence documents are supplemented by individual service plans and capital investment plans prepared by service providers and by annual development trend monitoring within the City Corporation.

Table 8 Plans and Evidence

	Plans/Evidence
Physical Infrastructure	London Infrastructure Plan 2050 City Lighting Strategy 2018 City of London Strategic Flood Risk Assessment Study 2017 City of London Local Flood Risk Management Strategy 2014-2020 City of London Waste Arisings and Waste Management Capacity Study review 2016 Thames Water Resources Management Plan 2015 – 2040 and Draft Water Resources Management Plan 2020-2100 Thames Estuary 2100 Plan City of London Thames Strategy SPD 2015 City of London Climate Change Mitigation Strategy 2012 City of London Climate Change Adaptation Strategy 2010 City of London Zero Emissions City Report 2018 City of London Air Quality Strategy 2019-2024 City of London Air Quality SDP 2017 UKPN London Network Business Plan 2015-2023 (Review 2015?)



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

	<p>City of London Corporation/City Property Association Clusters and connectivity 2016 City of London Digital Skills Strategy 2018-2023 Safer City Partnership Strategic Plan 2019-2022 Heatmap (decommissioned by BEIS April 2018)</p>
Transport and Public Realm	<p>City of London Transport Strategy 2019 City of London Local Implementation Plan 3 Delivery Plan 2019/2020 – 2021/2022 City of London Road Danger Reduction and Active Travel Plan 2018-2023 City of London Public Realm Enhancement Strategies</p>
Green Infrastructure	<p>City of London Open Spaces audit 2017 City of London Open Spaces Strategy 2015 City of London Urban Greening Factor Study 2018 City of London Open Spaces Act 2018? City of London Biodiversity Action Plan 2016-2020</p>
Social Infrastructure	<p>City of London Joint Health and Wellbeing Strategy 2017-2020 City and Hackney Joint Strategic Needs Assessment Public Health England City of London Health Profile 2016 City of London Historic Environment Strategy 2017 City of London Conservation Area Character Appraisals and Management Strategies English Heritage At Risk Register (Annual) Tower of London World Heritage Site Management Plan 2016 City of London Cultural Strategy 2018-2022 City of London Policing Plan 2017-2020 Safer City Partnership Strategic Plan 2019-2022 Historic Environment Strategy SPD GLA Cultural Infrastructure Plan March 2019 Draft Sport and Physical Activity Strategy 2019-2023</p>



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1.8 Phasing, funding and delivery

Where possible the specific infrastructure needs identified have been broken down into 5 year time periods, reflecting the greater certainty of funding and delivery in the first 5 years and less certainty over the remainder of the Core Strategy period. Delivery will be monitored on an annual basis against the requirement identified within the plan.

Phase 1 2016-2021

Phase 2 2021-2026

Phase 3 2026-2031

Phase 4 2031-2036

Delivery Mechanisms

Delivery of required infrastructure will be through the capital investment and management plans of a range of service providers, including those of statutory utility providers, transport providers and health and education providers. These will be supplemented by the activities of the City of London Corporation, utilising its own funding and funding provided through contributions from developers, and through provision by developers themselves.

Funding Mechanisms

S106 Planning Obligations: Developer contributions under s106 of the Town and Country Planning Act 1990 have been a significant source of funds in the delivery of infrastructure in the City.

The table below sets out key funding priorities and levels of s106 contributions received as at 31st March 2019.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Table 9 S106 Contributions

SPG category	Received	Interest	Spent	Balance Remaining
Affordable housing	£84.1m	£1.5m	£25.2m	£60.4m
Transportation improvements	£19.2m	£1.2m	£11.7m	£8.7m
Local community facilities and the environment	£57.6m	£2.7m	£36.0m	£24.3m
Local training, skills and job brokerage	£5.4m	£0.1m	£4.0m	£1.5m
Crossrail	£70.9m	£0.0m	£70.9m	£0.0m
Unallocated Interest	£0.0m	£1.3m	£0.0m	£0.0m
Outstanding Spend Queries	£0.0m	£0.0m	£1.1m	£0.0m
Total	£237.1m	£6.7m	£148.9m	£94.9m

Table 10 City CIL 2017/2018

Unspent CIL previous years	22,352,701.66
Total City CIL Received 2017/2018	5,109,817.89
Total City CIL Expenditure 2017/2018	-726,093.75
-Public Realm & Transport Improvements expenditure 17/18	-250,532.52



-Social and Community enhancements expenditure 17/18	-418,394.67
-Open space improvements expenditure 17/18	0.00
Total City CIL retained	26,736,425.80

Community Infrastructure Levy

Community Infrastructure Levy is a statutory charge on new development intended to part fund the infrastructure needed as a result of development.

The Planning Act 2008 defines types of infrastructure that can be funded by CIL as including:

Roads and other transport facilities

Flood defences

Schools and other educational facilities, medical facilities;

Sport and recreational facilities, open spaces.

Regulation 122 of the Community Infrastructure Levy (Amendment) Regulations 2019 provides the statutory provision for the continued use of s106, indicating that:

'A planning obligation may only constitute a reason from granting planning permission for the development if the obligation is-

- (a) Necessary to make the development acceptable in planning terms
- (b) Directly related to the development; and
- (c) Fairly and reasonably related in scale and kind to the development

Following amendment in September 2019 to the CIL Regulations the use of S106 to fund infrastructure which is capable of being funded through CIL has no limitations to the number of planning obligations sought for each project or type of infrastructure.

Prior to September 2019, CIL Regulations required CIL charging authorities to set out the types of infrastructure that would be funded through CIL through a Regulation 123 List. CIL amendment regulations in September 2019 deleted Regulation 123. Charging authorities are now required to set out how they intend to spend CIL on an annual basis through a new Infrastructure Funding Statement, with the first statement being prepared by 31 December 2020.



S106 planning obligations will continue to be used in the City of London to fund affordable housing and to fund revenue projects, such as the provision of training and skills projects in the City and the City fringe. Detailed requirements for retained s106 contributions are set out in Planning Obligations Supplementary Planning document 2014. S106 will also be used to deliver site specific mitigation of development and deliver contributions for carbon offsetting.

The Localism Act 2011 (section 115(5)) allows for the levy to be used for the provision, improvement, replacement, operation or maintenance of infrastructure.

CIL Regulations require that 15% of CIL receipts to be used to assist delivery of infrastructure to support neighbourhood priorities. In the City of London this will be delivered through a CIL Neighbourhood Fund which will be operational from 1 April 2020.

Table 11 Neighbourhood CIL 2017/2018

Unspent Neighbourhood CIL Receipts from previous years	3,388,515.04
Neighbourhood CIL Receipts for 2017/18	766,472.68
Neighbourhood CIL 2017/18 Expenditure	0.00
Neighbourhood CIL Retained (Unspent)	4,154,987.72

Provision of affordable housing is currently excluded from CIL by Regulation 63 and will continue to be funded through s106 planning obligations.

Major of London – Funding for Crossrail

In 2010 the Mayor implemented a s106 planning obligations regime within Central London to provide funding for Crossrail. This requires planning contributions based on the net increase in office, retail and hotel floorspace. Within the City, Mayoral s106 was charged at the following rates (expressed as pounds per square metre of gross internal area):

Offices £140 per sqm

Retail £90 per sqm

Hotel £61 per sqm



A separate Mayoral CIL came into effect on 1 April 2012 to provide funding towards the cost of Crossrail construction. The CIL operated alongside the Mayoral s106. In the City of London, development outside of office, retail and hotel was subject to a charge of £50 per square metre. Education and Health development was charged a Nil CIL rate.

From 1 April 2019, the Mayoral CIL and Crossrail s106 was replaced with a new Mayoral Community Infrastructure Levy 2. Funding from MCIL2 will contribute towards the cost of Crossrail and the proposed Crossrail 2, or towards other strategic transport infrastructure. Under MCIL2, development in the City of London is charged at the following rates:

Offices £185 per sqm

Retail £165 per sqm

Hotel £140 per sqm

All other development is charged at £80 per sqm across the City except for education and health development which is charged a Nil rate.

The IDP does not include schemes that are solely funded through S.278 under the Highways Act 1980 that make those improvements to a public highway necessary to make a scheme acceptable as part of a planning approval. These schemes will deliver infrastructure improvements in response to specific development but do not contribute to strategic or City-wide improvements necessary support the policies within the City Plan 2036.



2. Assessment of Infrastructure

2.1 Flourishing society: Healthy inclusive

What?

Air Quality

Where?

City Wide

When?

By 2020-2025

Why?

To meet health-based limit values and World Health Organisation (WHO) Guidelines for nitrogen dioxide in over 90% of the Square Mile by 2025. To support the Mayor of London to meet WHO Guidelines for PM10 and PM2.5 by 2030. The City of London can experience high levels of air pollution due to its location at the heart of London and density of development. Poor air quality can harm human health. National health-based objectives of the pollutants of nitrogen dioxide and small particles (PM10) are not being met in the City. The Air Quality Strategy fulfils the Corporation's statutory obligation to assist the Government and Mayor of London to meet European Limit Values for nitrogen dioxide and fine particles (PM10) and obligations under the Health and Social Care Act 2012.



Where are we now?

City of London Corporation published its latest Air Quality Strategy 2019 – 2024 which sets out its plans and programmes for improving air quality and reduce the impact of air pollution on public health. Its main outcomes are to ensure that the square mile has clean air, people enjoy good health through reduced exposure to poor air quality and that the Corporation is a leader for air quality policy and action and to inspire collaboration.

The City of London lies within the ultra-low emission zone (ULEZ) as of April 2019 requiring vehicles to meet emission standards or pay a daily charge to enter the zone. Beech Street zero emissions street will come into effect on March 2020.

Risks and Mitigation

The City's pedestrians and more sensitive locations such as schools, nurseries, medical facilities and residential development where the strategy aims to deliver cleaner air are at risk from exposure to pollution from traffic in the Square Mile and emissions from building heating and energy generation systems. Alongside the Air Quality Strategy 2019-2024 the Transport Strategy seeks to implement Healthy Street plans in Barbican and Smithfield, Bank and Guildhall and the City Cluster and Fenchurch Street to reduce exposure of pedestrians to pollution through pedestrianised or pedestrian priority streets, widening pavements, enhancements to public realm creation of new public space and changes to kerbside uses. The Transport Strategy also includes a plan to complete the riverside walkway and enhance the public realm along the riverside.

Local zero emission zones will cover the Barbican, Golden Lane and Eastern Cluster by 2022. To reduce air pollutants associated with road traffic 2019-2024 the City will support moving its fleet to ultra-low emission vehicles and electric where possible. The Major Air Quality Fund for projects is a continuation of the London idling project jointly managed by London Borough of Camden which will support the City Cluster Zero Emission Zone through £150, 000 of funding.

In order to support an electric fleet, the Air Quality Strategy seeks to install additional EV rapid charge points by 2025 reviewing the provision of Electric vehicle charging points, of which there are 50 presently, across City Corporation sites including residential estates. The City seeks to prioritise a charging hub for commercial vehicles and that new charging points are installed in the service areas of new buildings for freight.

These projects will be augmented by the City's aim that there should be no additional on street parking and its further promotion of cycling.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019 ? - 2021	2021 - 2026	2026 - 2031	2031 - 2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap ? NK with Fundamental Review	Prioritisation (3) Critical, (2) Essential, (1) Important
Healthy Streets/ Pedestrian priority	Old Broad Street Abchurch Lane Basinghall Street	2020-2022 (rolling to 2044)				DBE	COL (DBE & M&CP)	TBC	TFL - LIP	£875,000	NK with Fundamental Review	NK with Fundamental Review
EV and rapid charge points – GULCS Rapid Programme	City wide	2019 – 2024 By 2025				DBE	COL (DBE, M&CP, C&CS)	£5,000 - £40,000	Mayor?		NK with Fundamental Review	NK with Fundamental Review
Local Zero Emission Zones	Barbican & Golden Lane and City Cluster	2019	2022			DBE	COL (DBE)	70K	Mayor's Air Quality Fund European funding, TFL - LIP EU and CIL	70K	0	Approved
Air quality enhancements	Beech Street	2018 – 2023				DBE	COL (DBE)	£12 – 15,000	CIL	£12 – 15,000		Approved



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Pilot retrofit on River vessels	Tidal Thames	2019-2023			M&CP and Cross River Partnership	CRP, Mayor of London, COL (M & CP), PLA	£500,000	Mayors Air Quality Fund Round 3	£500,000	0	
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What?

Noise

Where?

City Wide

When?

Ongoing

Why?

As London's principal business location, the City has a complex, densely developed and intensively used built environment where multiple activities occur in very close proximity and a vast transport network. Noise arises from construction and demolition works, building services plant and machinery, leisure and licensed premises and servicing activities. Noise sensitive developments in the City include residential developments, including hotels, health facilities, schools and childcare provision and open spaces. The Corporation has a statutory duty to manage and minimise exposure to excessive and unnecessary noise, whilst ensuring that the City can function as a business centre.

Where are we now?

The City of London Noise Strategy 2016 – 2026 addresses noise associated with new developments, transport and streetworks, complaints and the protection and enhancement of acoustic environment and soundscape. The City's Code of Practise for Deconstruction and Construction Sites provides guidance on procedures to minimise noise impacts to which environmental plans must comply. Noise assessments have been completed for the proposed Barbican and Middlesex Street last mile delivery hubs.



Risks and Mitigation

Site specific mitigation measures will be delivered by developers. The 'Agent of Change' principle applies meaning that the responsibility for mitigating the impact of noise lies in any new development. Planning for new development seeks to avoid, mitigate and minimise noise and noise impacts; protect and where possible enhance the acoustic environment in suitable parts of the City.

Proposals must demonstrate no increase in pre-existing background noise levels resulting from new plant, equipment or machinery. Likewise, service plans to manage waste collection, deliveries and collections and actively encouraging the use of acoustically considered loading bays can reduce noise. Planning conditions or s106 obligations can limit hours of opening and address the need for monitoring and mitigation.

A complementary approach to planning and licensing regimes can also mitigate against noise disturbances particularly to minimise impact of new licensed premises.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

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None												



What?

Social and Community facilities: Education

(Pre-school/Nursery, Primary Education, Secondary Education, Further Education, Adult Learning, Higher Education and Training and Skills Programmes)

Where?

City Wide

When?

Ongoing

Why?

To ensure high quality learning opportunities are accessible to all and ensure that City residents and those in neighbouring boroughs develop the skills they need to take up careers in the City.

Where are we now?

Early Years education: facilities for children between birth-5 years old

Local authorities are required to provide nursery places for all three and four year olds and some disadvantaged 2 year olds. The City has a good supply of childcare provision for the under-five age group. There are 6 childcare facilities, 1 maintained nursery class, 1 workplace nursery within the City and 1 childcare based in a children's centre.

- Maintained nursery class: based at Sir John Cass Foundation Primary School (from 3 years old)
- Children's centre (including childcare for children 0- rising 3): Cass child and family centre



- Playgroup: Barbican playgroup (for 2-5 year olds)
- Nursery within an independent school: Charterhouse square school (from 3 years old)
- Private day nurseries (for 0-5 years old): City Child Bright Horizon, Hatching Dragons Nursery, Newpark Childcare, Smithfield House Nursery
- Workplace childcare: Various occupiers provide childcare facilities for employees, including at Goldman Sachs (only for GS employees' children)

Primary education school children up to 11 years old

There is one maintained primary school located in the City of London and two independent schools that cater for children of primary school age. The City of London School for Girls, although primarily catering for children of secondary school age, admits children from age eight onwards and the City of London School admits children from age 10 onwards.

- St John Cass's Foundation Primary School is voluntary aided Church of England school located in Aldgate, to the east of the City of London. This is a state funded primary school with approximately 240 children from Reception until Year 6, most of whom are resident in the neighbouring area of Tower Hamlets.
- Charterhouse Square School is located near the Barbican. It is an independent co-educational school, with approximately 200 pupils aged 3 to 11 years.
- St Paul's Cathedral School an independent co-educational school with approximately 260 pupils aged 4 to 13 years.

Trends over the last seven years indicate the number of primary school applications has remained consistent, and although there is a projected increase in population, this is not being reflected in the number of applications to maintained schools. In the 2011/12 entry year the City processed a total of 27 Primary school applications. In the 2015/16 entry year, this number was 31. For 2020/2021 admissions the City processed 24 primary school applications. This indicates that the number of applications has remained relatively stable over the last seven years. Sir John Cass's Foundation Primary School has always been popular with City families living in the east of the City, given its Outstanding status and the only maintained primary school in the locality. Currently, two-thirds of the children attending the school live in other boroughs, with a third living in the City. Therefore, for children living in the north-west area of the City (mainly in the Barbican and Golden Lane area), there is little chance of a place being offered.

Prior Weston Primary School in Islington has always been a popular school for these families. The opening of the City of London Primary Academy Islington (COLPA-I) in September 2017 has proved a popular choice for City families too. During the 2019-20 entry year, nine City-based families applied for places at COLPA-I, where-as five applied for Prior Weston.



Families also apply to schools in the bordering local authorities such as Camden, Westminster, Islington and Hackney. As at January 2020, data collected by the Education Service during 2019 determined that City of London resident children attended a total of 28 primary schools located outside of the City.

Secondary education – school facilities for children 11 – 18 years old

There are no maintained secondary schools located in the City of London. There are two independent schools and one independent college providing secondary school education:

- City of London School on the riverside close to Millennium Bridge provides secondary education for 900 boys aged 10-18 years old.
- City of London School for Girls in the Barbican which provides education for approximately 750 girls aged 7-18 years old.
- David Game College located in Jewry Street and is a co-educational college, admitting students between the ages of 13-22

There are no maintained secondary schools in the City; therefore, all applications are made to schools located in other boroughs. City families have priority places available at three City sponsored academies; The City Academy, Hackney, City of London Academy Islington and City of London Academy in Southwark. However, City families chose not to send their children to the three City sponsored academies. Our research shows that the main reason for this is because of the distance.

Application preferences for secondary schools vary from year to year; schools located within the London Borough of Islington and London Borough of Hackney are most popular with residents, however families will send their children further afield. As at January 2020, data collected by the Education Service during 2019 determined that City of London resident children attended a total of 54 secondary schools located outside of the City.

Adult learning

There is no standard for provision of adult care. Population growth will generate increased need for further education and adult learning places, although the need will be met on a London wide basis. The City Corporation's Adult Skills and Education Team run a programme of adult skills and training programmes in the City from the Golden Lane Community Centre and the City of London Business Library.



Higher education

Again there is no standard for provision of higher education. The level of provision in the City will be determined by both student demand and the availability of funding. The London Metropolitan University has 2 campuses located just outside of the City in Aldgate (Tower Hamlets) and Holloway (Islington). In 2018/2019 the university had approximately 9,618 students across all its campus. The City University of London and the Cass Business School also lie just north of the City in Islington. The Guildhall School of Music and Drama in the Barbican is a leading conservatoire and drama school for over 1,035 students aged 18 and above.

Within the City, there are a number of satellite campuses of universities based elsewhere in the UK and internationally, including the University of Chicago Booth School of Business, Coventry University London, Newcastle University London and Northumbria University London.

Training and skills programmes

The COL Skills Strategy 2019-2023 provides, enables and supports lifelong learning through development and practical application of talents and skills, urgently needed for success. Projects include the COL Apprenticeship Programme, traineeship opportunities in open space in conjunction with COL adult Skills and Education Service and adult courses in Golden Lane community centre.

Culture Mile with Future for London at East Bank launched the Fusion Prize which seeks solutions for development of workspace skills through cultural engagement and learning. This is broadly aimed at the social innovation community in culture, arts and education and technology.

Risks and Mitigation

Developers contribute to the cost of new infrastructure, including schools, through section 106 agreements and Community Infrastructure Levy (CIL) payments. Planning Policy Guidance enables local authorities to negotiate funding from housing developers so they can provide for the school places required where new development puts pressure on existing schools. The Education Funding Agency is the Central government funding for schools providing revenue and capital funding for 3-19 year olds and 3-25 year olds with learning difficulties. The Higher Education funding Council for England, provides capital funding for university building and refurbishment. Funding also comes from pupil fees for independent schools and university tuition fees, City Corporation direct funding and sponsorship, business funding and sponsorship, charitable organisation funding and sponsorship and through the National Government apprentice scheme for training and assessing apprentices.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

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Fusion Skills	Culture Mile	2020 - 2024				COL	Foundation for Future London Culture Mile Learning COL	£1m	Eastbank development grant	£1m	0	



What?

Social and Community Facilities: Health

Where?

City Wide

When?

Ongoing

Why?

Health includes primary care services (i.e. the first point of contact in the healthcare system and the “front door” of the NHS), such as General Practitioner practices and community pharmacies. It also includes secondary healthcare; Accident and Emergency services and those services provided by health professionals who generally do not have the first contact with the patient, i.e. specialist services requiring a referral. The concept of “health” can also refer to a “Health in All Policies” approach, which looks at how everything a local authority body does, from planning to transportation, presents opportunities to influence positive mental, physical and social health.

Health and social infrastructure need to be planned to ensure communities are liveable. The City Corporation’s statutory responsibilities on health and wellbeing cover residents, workers and rough sleepers. The most relevant priority of the Joint Health and Wellbeing Strategy to the Infrastructure Delivery Plan is “a healthy urban environment”, addressing air and noise issues, green and open spaces, community spaces and social facilities, housing stock and improved pedestrian and road safety and active travel. However, there are also more indirect considerations for the infrastructure delivery plan relating to health, such as promoting healthy behaviours through improved food and drink retail offerings, encouraging active travel through making the City’s streets safer and supporting healthy building standards and health impact assessments.



Where are we now?

The City borders seven London boroughs and residents often access services that are delivered outside the Square Mile.

The standard for GPs is currently being met. There is one NHS GP practice located in the City, the Neaman Practice at Half Moon Court with 10 GPs and, in May 2019, 9,238 registered patients. As of June 2019, all City residents can register at The Hoxton Surgery, 12 Rushton Street London. The Community and Children's Services Department have confirmed that all City residents who want to be registered with a GP have successfully done so.

The catchment area of the City's GP practice does not cover the whole City, residents in the east access primary care services through Tower Hamlets GPs, which may also be easier for them to travel to. GP services are provided by Tower Hamlets Clinical Commissioning Group (TH CCG) through the Green Box Community Centre on the Mansell Street Estate, which has 2 part-time doctors. TH CCG is building premises to relocate existing practices to Goodman's Fields.

The Neaman Practice offers extended hours and a number of on-line services. It is a member practice of the Shoreditch Park and the City Primary Care Network which will offer a wider range of services and plans to integrate health and social care. City residents can also register at the Shoreditch Park Surgery.

The Neaman Practice does not register City workers however if they come through the door as urgent the practice sees them as immediate and necessary, in line with the national GP contract. In a recent study on the health and wellbeing needs of City workers it was reported that City workers would welcome greater access to NHS services in the City for minor or urgent issues, such as walk-in clinics for general health issues but would prefer to see their own GP for more serious or repeat issues. From 2021 all patients across the country will be able to benefit from online consultations.

The City's large worker population is transient and workers tend to access primary care near where they live, though they are able to access a minor injuries unit, located at St Bartholomew's Hospital in the City, which provides national as well as local facilities and services, and which has recently undergone a redevelopment providing improved cancer care facilities and a cardiac centre. NHS services are generally accessed through the GP practice they are registered with and tend to be provided in their area of residence. In addition to open-access IAPT (Improving Access to Psychological Therapies) services, a Mental Health Centre will be opening in the east of the City in late 2019. The centre will provide low-cost support to low-income workers and residents, as well as long-term therapies that are not readily available through the NHS. This is made possible by the City Corporation offering rent-free premises to a provider for over three years and by charging those able to pay. Other limited primary health care settings in the City include a sexual health clinic at 80 Leadenhall.



In addition to the publicly funded provision, there are a number of private healthcare facilities both offered independently and on-site by employers, principally addressing the needs of the working population. Research conducted in 2012 showed roughly 21 private care practice clinics operating in the City of London, run by the private sector on a fee-for-service basis. A private hospital operated by Nuffield Health is due to open at St Bartholomew's Hospital in 2021.

There is one NHS dental practice in the City – the Barbican Orthodontic Practice. Public funding has been secured to provide an additional practice in the south east of the City, but no date has been set for its opening.

There are 16 community pharmacies in the City, which provide enhanced access to health education and advice, as well as dispensing NHS prescriptions. The level of pharmacies is consistent with the size and type of primary care provision in the City.

Existing community spaces, such as the City's libraries and John Cass Children's Centre, provide important settings for health promotion and opportunities for residents, workers and rough sleepers to engage with their health and wellbeing. The Dragon Café in Shoe Lane library provides support for mental health. The City of London Corporation supports employers to improve the health and wellbeing of their workforce, through the Public Health-funded Business Healthy programme.

Risks and Mitigation

Risks

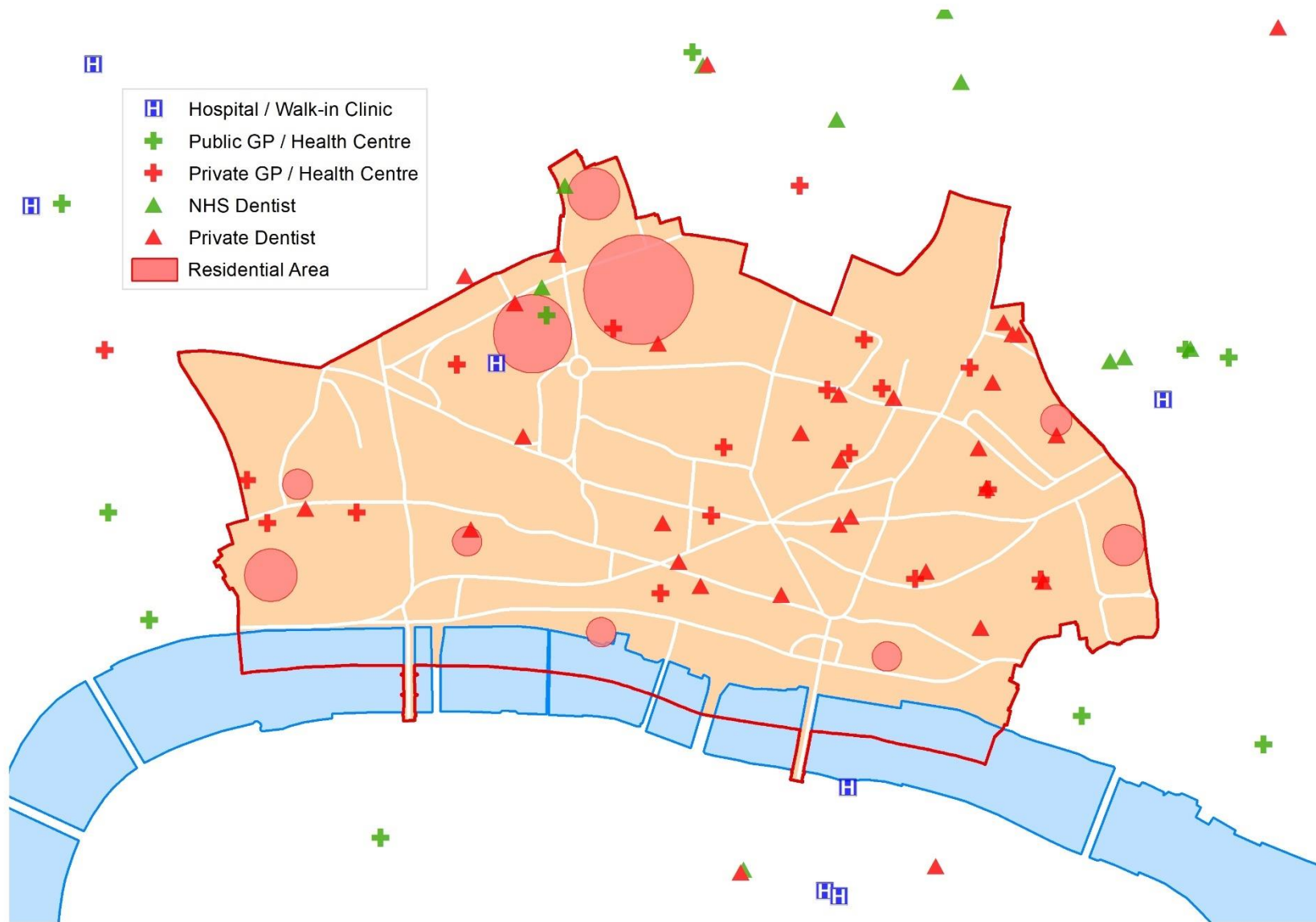
Looking to the future, ongoing trends may impact on the need for and provision of primary and secondary healthcare facilities in the City of London. According to Public Health England (2018), the City has a higher proportion of its population in older age groups compared to London. Compared with 2016 figures there has been an increase in those aged below 20 and over 65. The resident population is set to get older and as a result may become more dependent on health services in the future.

Mitigation

As of 2019, there are 513,000 people working in the City of London and looking at workplace trends with regards to the use of technology, working in an agile manner and working from home will make it increasingly easier for workers to access health services where they live, rather than in the City, and/ or use remote or digital solutions to look after their health. The Corporation through the Responsible Business Strategy sets out a range of objectives relating to employee health and wellbeing. Joint Mental Health Strategy – COL, City and Hackney CCG 2019



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020



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City's Mental Health Centre	Middlesex Street	2020	-	-	-	COL	Supplier NK as yet until tender process complete	£700,000	CIL	£700,000	None	Important
New dentist	SE of the City					CCG		NK	NK	NK		
Private Hospital	St Bart's	2021				Nuffield Health		NK	NK	NK		



What?

Sport, Recreation and Play

Where?

City Wide

When?

By 2023

Why?

Growth of the City working, and residential population and recognition of health and wellbeing means continued demand for sport and recreational facilities. They are an incentive to attracting employees and having a productive and effective workforce who have an expectation that facilities will be available in proximity to workplaces. Play spaces are essential for the healthy development of children and to benefit the increasing number of children visiting the City.

Where are we now?

Most of provision within the City is from private gyms within office developments which are often closed during the weekends. There is only one public leisure centre within Golden Lane residential estate in the City which is limited in capacity. Parts of the City such as Portsoken are not serviced at all. Golden Lane Community Centre and education centre underwent a £1 million refurbishment programme in 2012 managed by the Libraries and is accessible to all. The Portsoken Health and Community Centre (the “Green Box”) is a multi-functional community centre providing a range of activities and the Barbican Library has facilities for further community events and functions alongside the multi-games’ facilities for Barbican residents.



Sir John Cass Primary School contains a private sports hall and playground. The City of London Schools have swimming pools available for external hire, St Botolph's churchyard comprises privately owned netball and tennis courts and Exchange Square within the Broadgate development contains an ice rink and croquet lawn. The Guildhall Yard is available to host events such as yard yoga and archery. There are Children's play equipment within City Gardens at Tower Hill, West Smithfield Rotunda garden, Portsoken Street Garden and St Peters Hill and an outdoor gym at Lower Thames Street Riverside.

The City Plan seeks additional and replacement play areas and facilities where there has been identified need and where part of a major residential development such as corporation led housing delivery. It also seeks appropriate sensory play areas for children and young persons with special education needs.

The Draft Sport and Recreation Strategy 2020-2025 seeks that London and the UK's economy and its attractiveness as a place to live, work and visit is boosted through major sporting events; that high profile and inclusive mass participation events strengthen community bonds and encourage more sport and physical activity and that people enjoy good health and wellbeing through participation.

Presently there are no projects for sport and recreation in the pipeline. 1 Aldgate Square is an open space that lends to major sport and recreation. Finsbury Circus negotiation is ongoing as to when the land will be made available to the COL for reinstatement. Low cost measures such as identifying walking/cycling or running routes around the City streetscape could help to encourage healthier lifestyles and meet increasing demand for these types of activity and mass participation sporting events such as the London Landmarks Half Marathon.

Risks and Mitigation

Risks

In some parts of the City of London there are no publicly accessible facilities for sport and recreation and the existing leisure centre at Golden Lane is in a poor state of repair. Fusion lifestyle runs the Golden Lane Leisure Centre The planned provision of sport, recreation and play spaces facilities will not be sufficient to service a growing population over the City Plan period. Future City Corporation funding is subject to a review of priority projects within the organisation.

Mitigation



COL Draft Sport and Physical Activity Strategy 2020 – 2025 seeks to commission sport and physical activity services, use assets to encourage accessible and inclusive activity such as open spaces, champion community led ideas to encourage activity and cohesion and engage business in mass participation events.

However, City populations don't distinguish administrative boundaries as people travel into neighbouring boroughs for leisure and recreation. Poplar Baths Leisure Centre for example on East India Dock Road was refurbished in 2016 following long term closure and it's likely that residents in the eastern portion of the City would attend such facilities. It is likely that any maintenance to Golden Lane Centre would be facilitated through the asset management plan.

COL could therefore potentially work alongside neighbouring boroughs to deliver shared facilities using S106 developer contributions through the planning application process or CIL for the benefit of the Square Mile.

Facilities provision will be coupled with a range of other implementation measures such as campaigns and activities to encourage sport and activity and ensuring premises are open for City workers and residents.

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Maintenance of Golden Lane?						COL		NK	NK			

2.2 Flourishing society: Safe and secure

What?

Emergency services

Where?

City Wide

When?

Continuous

Why?

The safety of people in the City and its ability to respond to emergencies is a fundamental role of the blue light services and the City Corporation. As a leading financial and professional services centre, there are potential risks from fraud, terrorism of global significance and cybercrime which impacts on the reputation in the City as an attractive place to do business. Alongside human disease and civilian disorder, terrorism and cybercrime are amongst the top risks to the Corporation.

Where are we now?

The City of London is a centre for the legal profession and justice. The Old Bailey Central Criminal Court, the Rolls Building court complex, the Mayor's and City of London Court, the City of London Magistrates Court and the Inner and Middle Temples Inns of Court all lie within the City. The City Corporation is planning a new court complex, specialising in cyber crime, on Fleet Street.



The City of London Police priorities are counter terrorism, cybercrime, fraud, vulnerable people, roads policing, public order, violent and acquisitive crime and antisocial behaviour. The Safer City Partnership Strategic Plan 2019-2022 echo these priorities. The Secure City Programme is an initiative to meet challenges of protecting new crowded places and integrating with smart city technology, the transport strategy and supporting culture mile. The City of London Police currently operate out of 3 police stations, with further office functions within the Guildhall complex. Both Snow Hill and Wood Street Police Station buildings will be closing during 2020/21. The City Corporation intends to consolidate police functions into a new headquarters buildings alongside the proposed new court building on Fleet Street. Digital Police Boxes are proposed around the City to provide information and assistance.

Terror attacks have demonstrated a need for more widespread hostile vehicle mitigation by designing out potential for crime and anti-social behaviour and planning resilience in developments. The City Traffic and Environmental Zone can restrict or rationalising vehicles through road barriers, checkpoints and CCTV.

Area-wide security measures are proposed within the City Cluster to ensure that businesses, workers, residents and visitors in this high growth area are protected by implementing measures such as dispersal routes, emergency clearance in pedestrian areas and emergency planning procedures. In all parts of the City developers will be expected to contribute towards the funding of security measures through S106 planning obligations and major development will be expected to be accompanied by a risk assessment to ensure resilience in light of any disaster. The City have recently invested in a new joint control room and will be undertaking a review to replace the CCTV in the public realm under the security programme.

Guildhall Yard is the sole helipad for emergencies in the City and additional helipads would only be permitted where these were essential for emergency or security purposes.

St Bartholomew's Hospital lies within the City of London. There are 6 other NHS hospitals in proximity.

There is one London Fire Brigade station in the City at Dowgate, Upper Thames Street.

Risks and Mitigation

Risks

The City Fund, the public fund for the City's local authority and police functions, has been debt-free since 1991, COL has authorised £241m of borrowing by the City Fund for 2019-20, rising to £513m by 2021-22 for the major infrastructure projects which require substantial funding such as the Court complex. Policing costs are rising and there is uncertain funding from central government.



Mitigation

A number of security schemes were approved by the April 2019 Policy & Resources Committee including the Hostile Vehicle Mitigation Security programme.

The City of London is a member of the London Resilience Partnership alongside emergency services, health bodies, utility and transport providers and other government agencies.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

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HVM Security Programme	City wide	2019-2023				COL – DBE		3.084m	CIL 3.084m	3.084m	0	Approved project
Eastern Cluster Security	City Cluster	2020-2026				COL -T&PR		2.869m	S106 £169,000 S278 £2.700m	2.869m	0	Shadow Project
Court Complex	Fleetbank House, Fleet Street		2025			COL/City Police		240m	TBC	TBC	NK	Critical
Digital Policing Hubs	5-6 City wide	NK				COL/City Police		NK	Sponsorship	NK	NK	Important



What?

Housing

Where?

City Wide

When?

Ongoing

Why?

The City Corporation has a number of roles in relation to housing:

- 1) As a planning authority, the City Corporation has to make provision in the Local Plan for new housing within the City of London to meet the targets set out in the London Plan and ensure that sufficient new affordable housing is provided to meet local needs.
- 2) As a housing authority, the City Corporation is responsible for 1,923 social tenanted properties and 936 leaseholder properties across the City and on housing estates in a number of other London boroughs.
- 3) As a significant landowner and a champion for the UK's financial and professional services, the City Corporation has recognised that housing shortage is one of the most pressing economic and social issues in London and has set out plans to deliver new housing for Londoners across its land ownership.

Where are we now?

COL has produced a Housing Strategy 2019-2023 which sets an ambition to create 700 new social homes and £55 million major works programme to renew its existing housing stock on its own housing estates, both within and outside of the City. It has also set out an ambition to deliver 3,000 mixed tenure homes as a contribution to meeting London's wider housing needs, through use of its wider land holdings. The



strategy also seeks to adapt housing for residents with mobility, sensory or memory impairments and provide tenancy support for preventing homelessness.

The City of London Brownfield Land Register is a statutory register required to identify potential sites appropriate for residential development. At 2018 there was just one site on the register in the City at 6 New Street for 5 flats.

Within the City, most residents live within four estates, the Barbican, Golden Lane, Middlesex Street and Mansell Street estates. Three quarters of City of London social housing, over 1,500 units, is provided on 11 estates outside the Square Mile in Southwark, Islington, Lewisham, Lambeth, Hackney and Tower Hamlets. The City of London has a higher proportion of older residents which is growing faster than the general population. In October 2017, there were 650 applicants on the City's housing register of which two-thirds were seeking a studio or one bed. There is a need to build and adapt homes to support people with age related health problems and that better meets the needs of disabled persons. Further development on City estates will ensure more applicants on the housing register can be provided with appropriate housing.

Affordable housing contributions have enabled the funding of schemes within housing estates located primarily in Islington and Southwark. As of 31st March 2019, the closing balance of funds for affordable housing was £60,375,160. Land in the City of London is expensive and therefore the City Corporation works with housing partners to deliver sites on City fringe and Islington and Southwark. There are eight schemes underway as of 31st March 2019 totalling 144 units and five schemes from 2019/20 – 2024/26 totalling 401 units. COLPAI (City of London Primary Academy Islington) comprises a new Primary and Nursery school on the site of existing Richard Cloudesley school, adjoining the City of London, and 66 homes for social rent due for completion 2022.

Homelessness

The City of London has the 6th highest number of rough sleepers in London. The City Corporation has a legal duty to prevent and relieve homelessness for some groups, and to secure a home for others. COL have produced a Homelessness Strategy 2019-2023 which seeks to prevent homelessness and minimise its impact by providing interventions, services and cross sectorial partnerships to tackle the causes and impacts. Access to housing in a range of tenures, availability of and access to a range of accommodation to prevent homelessness, accommodation pathways including move on options and commissioning of temporary accommodation are all listed as outcomes within the



Homelessness Strategy. Implementation will be overseen by the Rough Sleeping Strategy Group. Support is provided through the City Lodge in Middle Street – managed by St Mungos.

Risks and Mitigation

Risks

Competition from commercial uses; high residential land values and high residential build costs; funding shortfalls as a result of the downturn in private residential development activity in central London are risks to delivery. Failure to provide sufficient housing can lead to worsening housing affordability issues, overcrowding, staff retention issues and longer commutes.

Mitigation

Affordable housing contributions enable housing delivery in conjunction with partnerships with neighbouring local authorities.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

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Affordable Housing	Sydenham Hill (101)	2019/2010 – 2025/26				COL	Lewisham	TBC	S106	£676,330	NK	
Affordable Housing	Sumner Buildings (30)	2019/2010 – 2025/26				COL	Southwark	NK	S106	NK	NK	
Affordable Housing	Avondale Square Estate (140)	2019/2010 – 2025/26				COL	Southwark	TBC	S106	£5,570,750	NK	
Affordable Housing	Windsor House Estate (40)	2019/2010 – 2025/26				COL	Islington	NK	S106	NK	NK	
Affordable Housing	York Way Estate (90)	2019/2010 – 2025/26				COL	Islington	NK	S106	NK	NK	

*from COL Housing Monitor Report 2019



2.3 Thriving Economy: Culture, Visitors and Night Time Economy

What?

Cultural facilities

Where?

City Wide

When?

Ongoing

Why?

Cultural infrastructure is important to the City's character and within a globalised context supporting a world class destination for tourism. It is an increasingly important element of the City of London's business offer and supports its status as a world leading financial and professional services centre. It supports local culture and identity, enabling people to meet and socialise, increases wellbeing and offers opportunities for skills and training and employment. In the City the Barbican is identified as a Strategic night-time location of national or international significance while Cheapside and Liverpool Street are identified as night time areas of more than local significance in the London Plan. The City has ambitious plans for the development of Culture Mile, the relocation of the Museum of London and the potential development of a Centre for Music. The growth in Creative industries flourished in the City between 2010-2016 outpacing growth elsewhere in London with co-working spaces becoming increasingly popular. The City has seen strong demand for hotel accommodation, which will increase as office floorspace increases to cater for business accommodation alongside increased visitors' numbers.



Where are we now?

GLA Cultural Infrastructure Plan March 2019 describes culture infrastructure as buildings, structures and places such as museums, galleries, theatres, cinemas, libraries, music venues and historic cultural sites where culture is consumed or spaces of creative production where creative work is produced for example creative workspaces, music recording studios, film studios or performance spaces. Cultural infrastructure has been mapped in order to understand where it is located, to plan for and create new infrastructure, to support those at risk and to support investment. The City contains a significant cluster of world class cultural organisations including the Barbican Centre, the Museum of London and the Guildhall School of Music & Drama.

COL has ambition for large scale cultural and social infrastructure including a concert hall and new home for the London Symphony Orchestra (the centre for Music), the relocation of the Museum of London to Smithfield and the consolidation of the City Corporation's three wholesale food markets onto a new site in Barking and Dagenham. These projects are expected to cost £3.3bn (including the proposed courthouse complex) requiring a substantial funding requirement of unprecedented scale and a step change in the previously debt-free status of both City Fund and City's Cash.

If the decision is taken to consolidate the wholesale markets outside of the City, then Smithfield Central Market Buildings (East and West) has the potential to provide a major piece of cultural infrastructure for London, aligned with the City's Culture Mile initiative.

Planning policy S6 seeks to maintain and enhance the Corporation's contribution to London's World class cultural offer and city communities through cultural facilities, enterprises, hotel developments, enabling night-time economy and maintaining public art. There is an established Sculpture in the City programme and a number of small-scale spaces in the City that could be used for meanwhile cultural uses.

Risks and Mitigation

Mitigation

The Mayor of London has produced guidance on creating new cultural infrastructure and cultural infrastructure map. The Mayor is investing £70 million into the new Museum of London which can support its relocation within the Square Mile. COL has authorised £241m of borrowing by the City Fund for 2019-20, rising to £513m by 2021-22 for the major infrastructure projects. The City Fund is likely to borrow from the Treasury's public works loan board, which lends to local authorities. The submission of Cultural Strategies will ensure existing culture infrastructure is considered in planning applications and the Corporation can determine nominations for Assets of Community Value in social interest.



Risks

Insufficient funding is available from the City Corporation, the Mayor of London and other benefactors/investors to deliver the scope and scale of the Culture Mile ambitions.

Increasing land values as transport and connectivity improves and increases in business rates, may lead to a reduction in provision of cultural spaces/under supply of appropriate workspace and production facilities and displacement to other areas.

The City also has pockets of residential areas where there may be licencing restrictions on noise and crowd generating venues placed upon new cultural infrastructure.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Museum of London	Smithfield market		2024			COL		£332m	Mayor £70m COL £192m £20m Donations £5m National Lottery Heritage Fund	£287m	£45m	Essential
Centre for Music	Site of MOL, London Wall Roundabout		2025 -	2028		COL		£288m	TBC	NK	NK	Important
Culture Mile Implementation (Phase 1 Spine/North South Link)	North South Link	2020-2029				COL		£4,670,000	CIL 2,150,000 City Fund 2,520,000	£4,670,000	0	Shadow (inception stage)
Culture Mile Implementation (Phase 2 Project Proposal)	Wider Area	2020-2024				COL		£1,580,000	CIL 1,580,000	£1,580,000	0	Shadow (inception stage)



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Culture Mile Implementation of Vision (Phase 2 Project Proposal)	Wider Area Smithfield Market/Museum of London relocation	2020-2024						9,580,000	CIL 900,000 S106 1,000,000 TFL 3,480,000 S278 3,200,000	£8,580,000	1,000,000	Shadow (inception stage)
Culture Mile Implementation of Vision (Phase 3 Project Proposal)	Wider Area		2023-2029					9,650,000	CIL 1,800,000 S106 750,000 TFL 1,050,000 S278 6,050,000	9,650,000	0	Shadow (inception stage)
Culture Mile Pop-ups	Wider Culture Mile area	2020-2024						2,020,000	CIL 1,020,000 City Fund 1,000,000	2,020,000	0	Shadow (inception stage)



2.4 Thriving Economy: Smart infrastructure and utilities

What?

Electricity

Where?

City Wide

When?

Ongoing

Why?

To ensure that London's electricity network is fit for purpose and comparable to other world cities in terms of resilience, quality of supply, and the ability to deliver new connections. Electricity forms the greatest proportion of energy use in the City due its use in IT, cooling, heating and lighting and other appliances. As more of London's transport becomes electrically powered it is likely that a larger share will also be consumed by transport sectors. Electric network failure is among the top risks to the Corporation.



Where are we now?

The forward planning and funding mechanism for electricity infrastructure is controlled by Ofgem through the Distribution Price Control Review mechanism (known as RIIO ED-1). This runs from 1st April 2015 – 31st March 2023. In March 2014 UKPN revised its Business Plan which has opened up electricity market to smaller suppliers and there are independent connection partners in the City.

Power Networks has installed a new 33KV network that supplies all new City buildings requiring more than 5MW of electricity to accommodate development in the Square Mile and provided increased capacity and greater resilience to buildings.

A new subterranean electricity superhighway was completed in 2016 from South-East London to East London to deliver essential electricity supplies across London, connect substations north and south of the River Thames and meet growing demand. This was the third and final phase of the project to install cables between SE London and the City.

The potential inability of investors to finance electricity infrastructure ahead of demand can have an impact on the cost and delivery times of development in the city. However an additional 150 million investment was secured by UKPN through large scale projects. In 2018 348 Megawatt capacity was provided at Limeburner Lane (in the City) substation and Osborn Street and Brick Lane substation (outside the City) which can generate sufficient supply for 34 major new developments and is the largest amount new electric capacity installed since 1960's. It is estimated that this is enough power for 15-20 years and sufficient for growth of the City Cluster. Existing cables along Bishopsgate have resulted in 33KV of power supply to the City Cluster where much development is coming forward.

Crossrail and Thames Tideway has re-risked the delivery of investment.

The London Energy Plan maps supply and demand indicating projections of heat and electricity infrastructure. The plan considers how demand could be shifted from peak times through retrofitting of the built environment, increased use of electrically powered transport and smart energy solutions. The energy supply in the future will need to be met through cleaner sources, 'decarbonised electricity' to meet EU obligations and ensure environmental sustainability. Development that incorporates infrastructure that allow for local generation such as heating and cooling networks, smart grids and collective battery storage to enable demand supply side flexibility and peer to peer local energy trading would be supported. Smart and intelligent energy systems will seek to provide a more efficient sustainable and resilient supply, using control energy systems to predict demand and avoid peaks, to cut costs and bills, reduce demand and minimise emissions would also be supported.



Risks and Mitigation

Risk

Account should be taken of the need to conserve resources and deliver energy efficient buildings to minimise future demands. Temporary building supply for the construction phase should be identified in conjunction with electricity providers including estimated load capacity, substations and route for supply.

There is risk of transient faults from London high voltage activity

Upgraded substations are not in close proximity to new developments and licences are required to facilitate road works under the Highways Act

Future electric vehicle charging will place greater demand on the electric supply required in the City

Mitigation

Co-ordinate activity with other utility providers

becoming more self-reliant local energy generation

Carbon offsetting requirements

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important



What?

Connectivity/Telecommunications

Where?

City Wide

When?

Ongoing

Why?

Telecommunications provide City businesses with connectivity, speed and resilience to support business operations throughout the Square Mile and its failure and cyber security are among the top risks to the Corporation. The Mayor of London has highlighted internet connectivity as a key public utility. Smart Grid technology from smart travel to cyber security is changing how we work and live. Future proofing businesses with the latest technology, can enable business to be carried out easier and ensure that the City is highly attractive to businesses, residents and social visitors.

Fibre to the Premise (FTTP) or full fibre is recognised as next generation access technology. There is expectation that new development will include ducting and fibre optic cabling unless there are technical issues that prevent this or abnormal costs.

Where are we now?



The City of London has invested in a world leading gigabit Wi-Fi network which offers speeds up to 180 megabits per second. Approx. 150 access points are live across the City. The City of London is served by over 10 independent tier 1 telecommunications operators, (each with its own fibre optic network deployed in the ground). There are 9 fibre networks in the City. Open reach has completed Fibre to the Premises (ultrafast broadband) to over 12, 000 premises. Openreach and other broadband operators are working to provide Fibre to the cabinet to deliver superfast broadband services.

COL CPAT team actively engage and collaborate with developers and infrastructure providers through endorsing the Standardised wayleave toolkit to improve connectivity for business and speed up the installation of broadband. The standardised wayleave agreement is when a digital infrastructure communications operator wishes to connect and install equipment and cabling within a private building, a building owner would grant licence.

The Communal Entry chamber is an underground box that telecoms providers can connect into to use their chosen provider without disruption.

In 2015 the Mayor launched the digital connectivity rating scheme to be delivered by wired score. Wired certification seal identifies buildings that have been independently assessed and certified that there is provision of internet infrastructure. Going forward developers will be expected to undertake an assessment of the connectivity of major new office buildings or refurbishments using such a certification. Ensuring that buildings are optimised for connectivity needs and expectations can provide resilience, safeguarding buildings from obsolescence by building to certain standards and avoiding future retrofitting costs for next generation technology. Many tenants identify reliable internet connection as a main consideration when selecting office space searches, in particular start-ups and SME's requiring adaptable workspaces this can differentiate buildings from competition, increase reputation and reduce vacancy rates.

The City Corporation supports delivery of 5G to ensure that our capabilities are maximised. EE undertook trials of 5G in 2018 and whilst 5G won't be available for commercial use until 2022, the Government aims to ensure that the majority of the UK has 5G coverage by 2027. The City's wireless delivery partner CTIL is encouraging telecoms providers to roll out small cells using street furniture. 5G requires significantly more small cells than 4G, approximately one every 100 metres and there is not enough street furniture in the City to accommodate. Small cells could be accommodated in street furniture, signal crossings, bus stops, CCTV cameras, river piers, inspection tunnels, signs, disused ducts or



lighting columns. In the City there is scope to permit small cells in streetlights on buildings however at the present cells are too big. Likely that there will be numerous small works across the City in order to facilitate small cells.

It is important that COL/developers collaborate at an early stage to how infrastructure can be accommodated as part of development, how signal is propagated through properties and avoid reducing mobile connectivity.

Risks and Mitigation

Risks

Wired score certification is not a legal requirement

5G speeds require fibre optic cables which require a physical trench and proximity to breakout point on the fibre network. In some cases, operators have concluded that servicing the site is not viable nor practical.

5G requires very high density of tiny antennae. Shorter wavelengths and super high frequencies only work if devices are in close proximity to antennae. Trees and buildings are obstructions. At present there are not enough cells to place apparatus on.

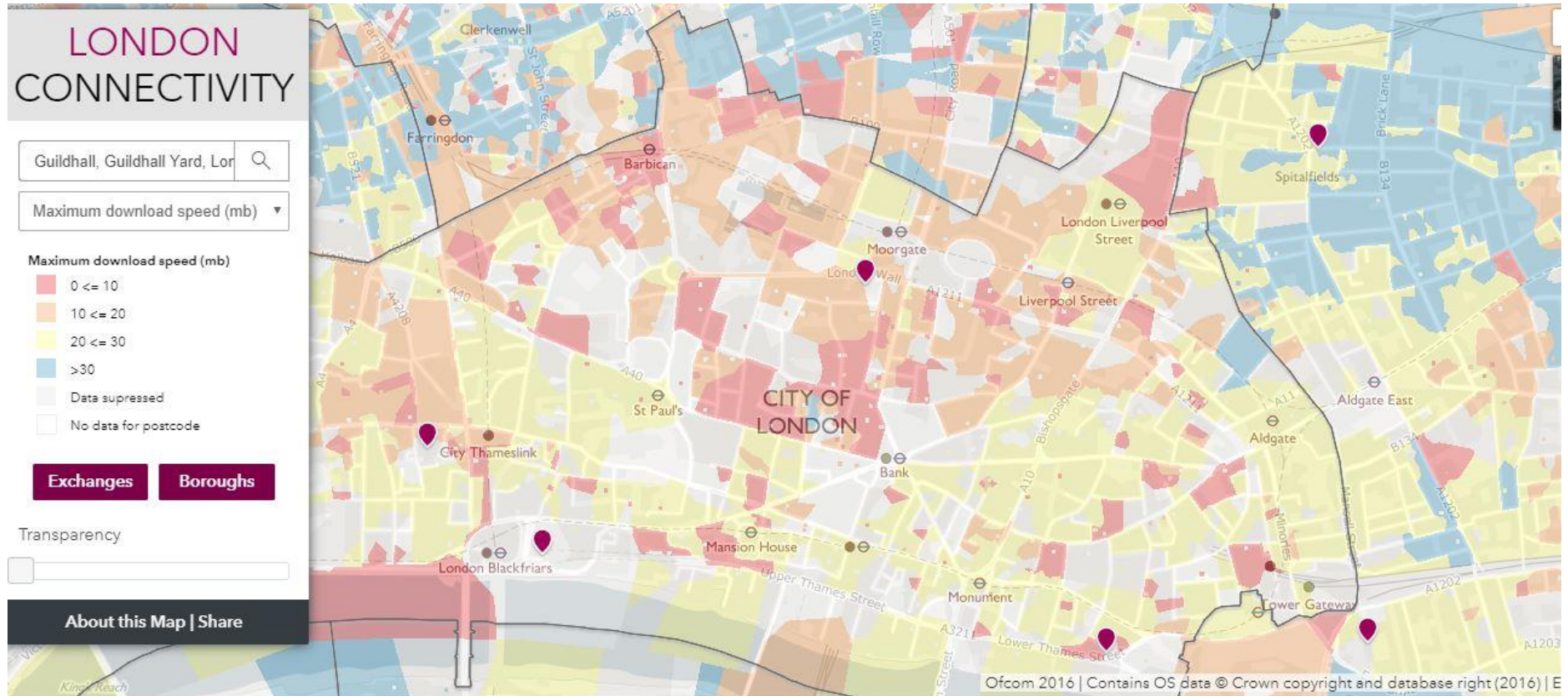
Mitigation

COL work successfully with larger multi-let buildings to ensure connectivity

Ensuring small works are carried out efficiently, outside of normal working hours with relative minimal disturbance on the street

Ensuring quality reinstatement following any street works





CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019 ? - 2021	2021 - 2026	2026 - 2031	2031 - 2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Connectivity networks Full fibre networks and mobile broadband	Additional infrastructure required to accommodate small cells Use of CoL VP Act to install on buildings??	5G				City of London Corporation, Mayor of London, utility providers, developers 15 Worldwide Network Operators Data centre providers?	City of London Corporation, DBE, City Surveyors, CPAT, Mayor of London, utility providers, developers, Government CTIL? O2, 3?			NK		



What?

Gas

Where?

City Wide

When?

Ongoing

Why?

Gas network upgrades and reinforcements provide a safe and reliable network to generate power, meet increase in heat demands and safeguard economic growth of the City. The gas network can support district heating network extensions, to decarbonise and enable a low emission future as new sources of distributed gas facilitate greener and sustainable energy supplies into the future.

Where are we now?

The Cadent London network extends from the National grid owned National Transmission System (NTS) to supply the City with gas from the Bacton gas terminal in Norfolk. Most gas pipes in the city are Victorian over 120 years old, susceptible to leaks and are deep beneath the City's streets. The London Supply Strategy/30/30 mains replacement programme aims to replace all cast iron gas mains within 30 metres of buildings by 2029/2030 with safer, durable polyethylene pipes. This may take the form of a 10-year rolling programme as a series of smaller programmes. These pipes are capable of carrying a wider range of gases to improve safety and reduce methane emissions.



From 2016 – 2021 gas replacement works are taking place by Trio on behalf of Cadent on Newgate Street, Minorities and Aldgate, Houndsditch, London Wall, Fenchurch Street and Canon Street. Within Fenchurch Street 101m between Aldgate and Lloyds Avenue were initially replaced, a second phase replaced 81m and the final phase of the network of 300m between Mincing Lane & Gracechurch St is expected to take place Q1 2020.

Cannon St works commenced in April 2019 and completed end November 2019 replacing both the 18” and 24” gas main which equates to approximately 825m of mains replacement. In addition to this they further abandoned an unchartered section of main in Dowgate Hill, to reduce the need to return should this main start leak.

In January 2020 Cadent commenced mains replacement along Poultry, Cheapside and Newgate St, which will see approximately 900m replaced.

The IDP 2013 indicated likely sufficient capacity to meet the City’s demand for gas until 2026. The Cadent business plan peak gas demand forecast in 2018 indicates minimal change over the next 10 years. The majority of investment relates to the replacement programme and small network capital investment in order to meet peak capacity requirements.

It is likely over the course of the City Plan that there will be new and emerging technologies to reduce carbon intensity, provide renewable gas and decarbonisation may change the demand for gas. The Citigen heating and cooling network provides may provide steps towards decarbonisation.

Risks and Mitigation

Risks

- The aging gas network in the City has resulted in numerous leaks and average costs of replacement are £1000 per metre which is costly.
- The gas pipes are located at a greater depth than other utilities and when replaced the ‘old’ apparatus is removed which can create disruption and result in repairs to highways. In highly sensitive traffic areas, there can be difficulties accessing.
- Extensive stakeholder engagement can be necessary to co-ordinate works with other utility providers, working with TfL and buses to agree road closures, diversion routes and traffic management plans.



Mitigation

There is Cadent gas programme funding for the 30/30 programme.

Technological advances have enabled a robotic camera ‘Cisbot’ to remotely seal joins in gas pipes from the inside along linear pipes. So far this has only been carried out in one area of the City however maybe used elsewhere in the City as technology advances. This increases the longevity of the pipes and reduces the risk of leaks in the system therefore improving safety. New technology significantly reduces the footprint of mains excavation and improve efficient of the pipe replacement work

Cadent have an extensive customer and stakeholder engagement programme which is supported and enhanced by the City Corporation to improve the services provided. The City Corporation will work with Cadent gas provider where appropriate, ensuring delivery with minimal disturbance to City streets, businesses and residents and seek to co-ordinate works with those of other departments such as public realm works.

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Replacement gas pipes	<i>Newgate Street, Minorities and Aldgate, Houndsditch, London Wall, Fenchurch ongoing</i>	Completion 2019				Cadent	Trio?	NK/not disclosed	NK	NK	NK	



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

	<i>and Canon Street</i>											
Replacement gas pipes	<i>Fenchurch Street, Poultry and Cheapside, second pipe at Newgate Street.</i>		2021 +			Cadent	Trio?	NK/Not disclosed	NK	NK	NK	



What?

Decentralised energy networks

Where?

City Wide

When?

Ongoing

Why?

To provide low carbon network of district heating/cooling supplies to City buildings to achieve the Mayor of London's carbon reduction targets

Where are we now?

The Heating & Cooling Network is located on the southern boundary with Islington. Decentralised energy is currently supplied via the Citigen tri-generation CCHP owned by Eon. CHP generation produces heat and chilled water which are distributed locally to premises to meet their heating and air conditioning requirements via separate heating and cooling networks. The CHP plant runs on gas and electric produced goes into the National Grid. The scheme serves numerous City of London buildings including the Guildhall, the Barbican Arts Centre, the Guildhall School of Music and Drama, the Museum of London and London Central Markets (Smithfield) as well as other commercial customers. There have been considerable additional loads joining the network in the last 3-4 years.

The City plan encourages decentralised energy networks where feasible and supports developments that incorporate connections to existing decentralised networks. However there has been limited progression of the extent of the network since its conception in 1998. Extension to the south of the plant would turn the present radial system into a loop system offering good prospects for such buildings as the Criminal Court, St



Paul's Cathedral and areas such as Paternoster Square and Gresham Street. Closer in proximity to the plant however there are opportunities around Farringdon, The Museum of London following its relocation, Bernard Morgan House and the proposed Centre for Music. There are also opportunities to the North through Golden Lane Estate and the Primary Academy.

The City data centres and transportation networks generate waste heat energy that could be used by the decentralised heating and cooling network. Retrofitting data centres to recover excess heat for the City's heating and cooling needs could be part of the City's environmental objectives.

Risks and Mitigation

Risks

The network runs on gas, which produces greenhouse gas emissions. It would be very difficult to decarbonise the gas grid and therefore the network would require adaptation in the future to reduce the carbon intensity to ensure the City's trajectory towards zero carbon.

The network is not in close proximity to developments and requires extension to the pipe and cabling network which may pose considerable disruption to highways.

The costs of connection are uneconomic and network capabilities are uncertain to many developers who have commercial choice of energy provider.

An expansion to the South of the City's network is estimated to measure 1Km in length at a cost of between £15,000 - £20,000 per metre at a cost of approx. £20 million.

The fixed metal nature of the pipework require additional space for welding and fitting and the hydraulic capacity of the present system are a constraint to functionality.

The City of London contains many listed buildings and conservation areas which specific planning legislation to manage flues from heating and cooling sources.

Mitigation



Disruption to Highways can be minimised through use of existing subways and basements for pipe and cable routes.

Approved development can be subject to conditions to ensure development is constructed with capacity to connect to the network.

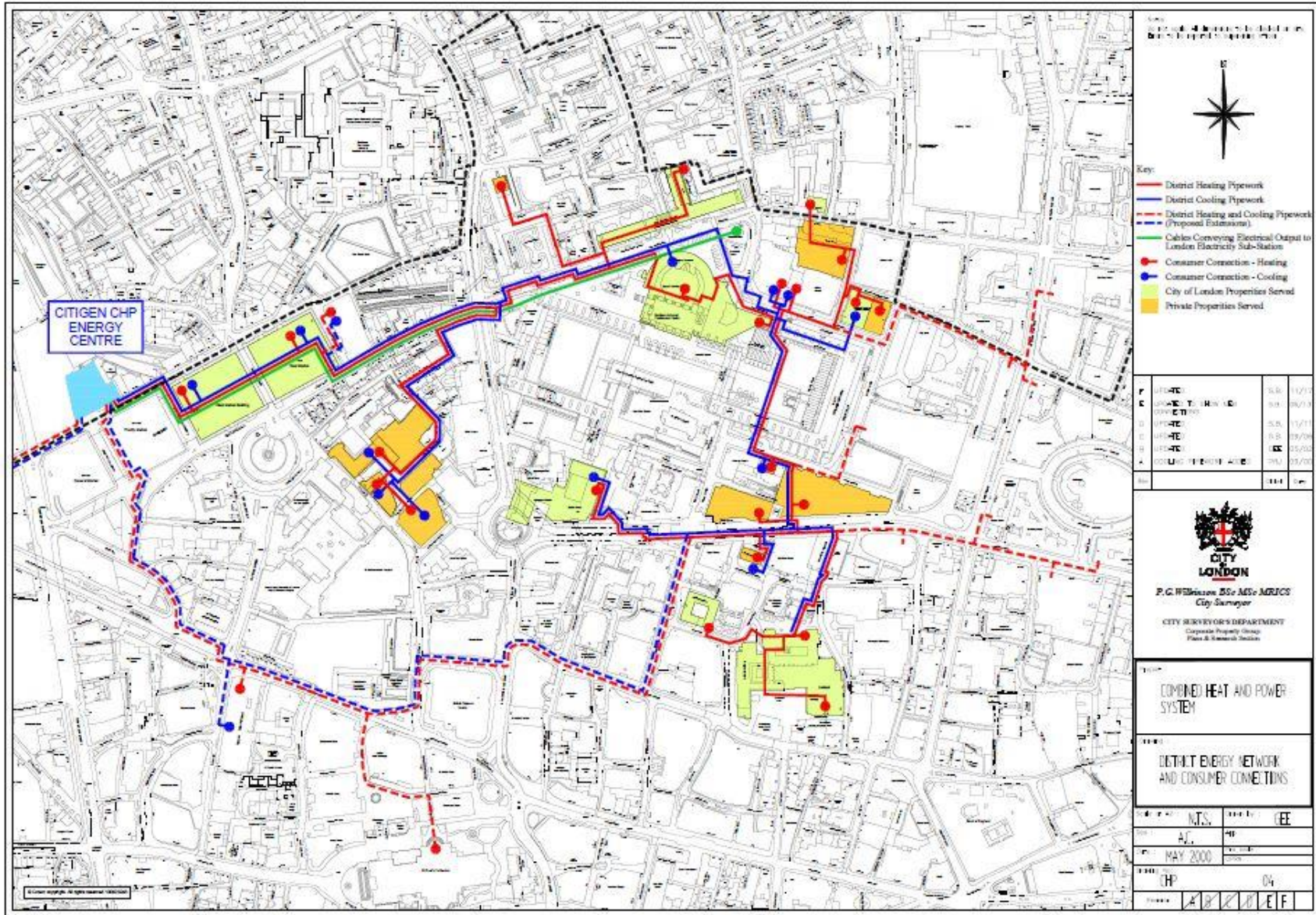
Schemes to and within listed buildings and conservation areas could include communal supply from central boiler plants to mitigate against impacts of flues.

There is considerable central government drive to encourage cleaner energy sources with the GLA leading the £3.3m EU funded decentralised energy enabling project. Capital funding of approx. £75,000 from the Heat Networks Delivery Unit (HNDU) of the Department Business, Energy and Industrial Strategy (BEIS) is available and COL are progressing an economic and technical feasibility study.

Within future contracts a detailed development plan will be required to embody decarbonisation of all energy supplies by 2024.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
CHP study	South of the Smithfield	2020				COL	Citigen/COL City CIL /HNBU (BEIS)	£120,000	Citigen/COL City CIL /HNBU (BEIS)	£87,000 BEIS, £16,500 COL (CIL) and £16,000 Citigen (120,000 total)	0	
Decarbonised study project	City wide		2024			COL	Citigen/COL	NK	NK	NK	NK	



What?

Pipe subways

Where?

City Wide

When?

Ongoing

Why?

Expansion and integration of the pipe subway network would provide greater capacity for pipes and cables and easier access for maintenance to avoid disruption associated with street works. Refurbishment/maintenance and replacement to extend life of the structures. This would provide a means of delivering future supply particularly in areas of severe underground congestion.

Where are we now?

The City benefits from a network of Victorian brick sewer tunnels extending for 6km which can be used for utilities infrastructure which can be accessed without disturbance to highways and pedestrian footways. The Local Plan requires developers to provide entry and connection points within proposed development which relate to the City's established networks, utilising pipe subway routes where available and encourages sharing routes. However, the network is fragmented, and many parts of the City are not connected or served by the pipe subways. Crossrail implementation enabled the City Corporation to add capacity around Liverpool Street due to the depth of the excavation. Construction of new ticket hall left insufficient space for utilities to remain buried under the road surface affecting existing equipment. Relocation of the displaced



apparatus is within a new section of subway, responsibility for which will pass from Crossrail Ltd to CoL when Crossrail is complete. Refurbishment of the Houndsditch/Snow Hill pipe subway is urgently required.

Risks and Mitigation

The pipe subways are constructed in brittle red brick for which the COL is responsible for the maintenance and repair under statutory powers conferred by the Secretary of State. The age and condition of the pipe subways their structural upkeep can be costly to the COL.

Due to the extensive excavation required, engineering and logistics required it is unlikely that the pipe subways will be extended elsewhere in the City in the foreseeable future. Costs are estimated to be approx. £10,000 per linear metre and involve complex negotiations between number of different parties.

However under COL Statutory powers the Corporation can insist that utility companies use the pipe subways rather than install apparatus directly beneath the highway to make use of the capacity available.

Mitigation – some works to pipe subways will continue due to the deteriorating condition of the structures.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Works to existing	Adjacent to annexe Building of Smithfield Market and above the Thameslink Line Holborn Viaduct/Snow Hill	Design 2019 Construction 2020				COL – DBE	COL	£2.666m (exc. £75,000 risk)	Central funding – COL City Fund On Street Parking Reserve Crossrail Thameslink	£313,000 previously approved	£2.428m	3



2.5 Shape Outstanding Environments: Transport and Healthy Streets

What?

Walking and cycling

Where?

City Wide

When?

On going

Why?

Increasing numbers of workers and visitors into the City have resulted in significant and increasing pressure on the pavements and pedestrian movements and therefore improvements are necessary. The Congestion Charging Zone and introduction of the Cycle superhighways have reduced volumes of traffic and facilitated increasing cycling volumes across the City.

Where are we now?

The City of London Transport Strategy 2019 has reinforced the principle of streets being designed with the priority of the pedestrian in mind which is increasingly being put into practice in the City. The Transport Strategy seeks to increase the number of pedestrianised or pedestrian priority streets from 25km to 35km by 2030. Improving access around stations and key destinations to provide safe and comfortable walking is supported through a number of healthy street plans. Increasing signage and wayfinding in the City has already commenced and new developments that create new pedestrian routes through buildings, that maximise permeability and safeguard historic routes are supported. The City Plan and the Transport Plan support the accessibility of the Barbican highwalks although there no planned projects. City Plan supports



expansion of the cycle network with the aim to ensure that nearly all property entrances are within 250m of the network and that new developments cater for cyclists and will publish a Cycling Parking Delivery Plan. Work has commenced on the city cycle network routes and this work is planned to continue until 2028. The streets accessibility programme ensures that people of all abilities have an environment where they can travel comfortably and confidently.

Risks and Mitigation

Mitigation

There are four projects approved to use central funds through the Resource Allocation sub-committee

Risk

Funding constraints on the City Corporation may reduce the capacity to deliver projects. Funding uncertain for all City Cycle routes



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

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Crossrail Integration – Walking improvements to junction and surrounding public realm	Liverpool Street	2019-2023				TFL	COL,	2.88m	1.93m S106 Crossrail 0.95m S278	2.88m	0	Approved
City Cluster Healthy Streets and Fenchurch/ City Cluster Implementation Vision 1	City Cluster/ Fenchurch St	2019-2023				COL	COL	3.5m	S106 1m TFL 2.5m	3.5m	0	
Healthy Streets Bank & Guildhall	Bank & Guildhall	2019 - 2023				COL		300k	OSPR 300K	300K	0	Shadow Project
Fleet St and Temple Healthy Streets (Project proposal)	Fleet St & Temple	2019 - 2024				COL	COL	0.35m	100K s106 250K OSPR	350K	0	Shadow project
Crossrail integration - Walking improvements to junction and surrounding public realm (in conjunction	Moorgate	2019-2025				TFL	COL	2.84m	1.964m S106 0.92m S278	2.84m	0	Shadow project
Crossrail Urban Integration	Farrington East	2019-2021				TFL	COL	2,386,000	'other'	2,386,000	0	Approved



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Smithfield Area Public Realm Strategy Pedestrian Accessibility Improvements/Healthy Streets Plan	Smithfield	2019-2020				COL Access Group	TFL	269,000	S106	269,000	0	Approved
Bank Bypass walk route	Bank	NK				COL		297,000	97,000 S106 200K TFL	297,000		Fundamental review
St Pauls Area Strategy – Culture Mile/Cultural hub	St Pauls	2019-2020				COL		85,000	S 106 85,000	85,000	0	Approved
Legible London	Across the City	2019-2021 Subject to delays				COL-DBE			CIL (350) and TFL (1687)	2,037	0	Authorised at Gateway 5
Mansion House Station Environs	Mansion House inc routes to rail stations	2019-2021				COL		100K – 1M	TBC	TBC		Gateway 4 prepared

City Cycle Network	Route 1: CS1 to Monument via Bank											
	Route 2: Aldgate to Blackfriars via	2019-2025				TFL		580K (2&3)	TFL, COL, Developer Contributions	580K (2&3)		Approved



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

	Bank (inc. improvements at Mansion House junction with TfL) Route 3: Duke's Place to St Paul's Gyratory										
Cycling Phase 2&3	Route 2: Aldgate to Blackfriars via Bank (inc. improvements at Mansion House junction with TfL) Route 3: Duke's Place to St Paul's Gyratory	2019-2025				TFL		2,860,000	TFL, COL, Developer Contributions	2,860,000	Shadow (inception)
Cycling Phase 4&5	Route 4: Bank to Holborn	2019-2025				TFL		4,250,000	TFL, COL, Developer Contributions	4,250,000	Shadow (inception)



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Cycle route Quietway	Quietway 11: Queen Street upgrade	2019-2022 subject to delays				TFL		500	TBC	TBC		In review/subject to delays
Streets Accessibility Programme	COL Street Accessibility Standard, audit, plan & delivery	2019 - 2025				COL		<100K	TFL 50K	TBC		Subject to delays



What?

Highways maintenance and management

Where?

City Wide and some area specific

When?

COL Transport Strategy 2019 aims to reduce number of motor vehicles in the City by 25% by 2030 and 50% by 2044.

Why?

Road changes are aimed at transforming City streets to deliver a healthier, safer and more attractive street environment. Where development would have impacts on transport networks, these must be mitigated through site/building design and management of operational activities.

Where are we now?

There is approval for a 20mph zone on Upper and Lower Thames Street in line with neighbouring boroughs and support for engagement with TfL for a City-wide 15mph speed limit to reduce the risk of collisions and injury. There are a number of Road Danger Reduction priority schemes planned until 2030 across the City to reduce the risk of casualties. There are a number of area specific schemes in line with the Corporation's aspirations for Culture Mile and the Museum of London to St Pauls Gyratory to make key walking routes safer and more comfortable; Bank Junction to support the aspirations of the City Cluster growth to build on the existing timed street closure and Fleet Street and Ludgate Circus healthy streets plans to support aspirations for a new court and police station complex. Principal road renewal priorities have been set for three city streets based on life cycle, physical conditions and forecasted conditions.

Risks and Mitigation



Targets are in part dependent on measures introduced by the Mayor of London and TfL such as the proposed Central London Zero Emissions Zone.

Funding uncertain for 15mph zone across the City and requires engagement and support of TfL and development of an enforcement plan with the City Police.

Funding uncertain for Temple Area traffic improvements.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

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Bank Junction Interim Safety Scheme	Bank Junction	2019-2023				COL	TFL	1953K	S106 (200K), OSPR (1753K)	1953K	0	Approved
Bank Junction – All change at Bank	Bank Junction	2019-2023				COL	TFL	17,250K	670K S106, 580K TFL, 16000 OSPR, Developer Contributions	17,250K	0	Approved
St Pauls Gyrotory (Formally Museum of London Gyrotory)	St Pauls	2014 - 2025				COL		31,257K	8500 CIL, 607 S106, 10750 OSPR, 11400 S278	31,257K	0	On hold Fundamental Review
15 mph speed limit Scheme development; implementation and education programme	City Wide	2019-2022 subject to delays				COL	TFL/City Police	220, 000	TfL 220,000	220,000	0	Shadow (inception stage)



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

20 mph streets to be brought into 20 mph limit with TfL scheme 20 mph	south of Thames Street Upper and Lower Thames Street	2019-Feb 2020				TFL		5,000 Transport table says 0 ??	CoL – Local Risk TfL			Approved
Temple Area Traffic Review	Temple	2019-2025				TFL		2013K	OSPR 2013	2013K	0	On hold Fundamental Review
Road Danger Reduction priority schemes	-Gresham St, Old Jewry -Gresham street / Wood Street / Bread Street -Old Broad Street / London Wall -Fenchurch Street / Philpot Street / Lime Street -Creechurch Ln /	2019-rolling to 2030				TFL	COL	270,000 Transport table says 0	TfL – LIP	TBC		Shadow (Inception stage)



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

	Leadenhall Street -London Wall / Wormwood / Old Broad St											
Fleet Street and Courts Area - Healthy Streets Plan traffic management study and improvement	Fleet Street between Chancery Lane and Ludgate Circus	2020-2022				TFL	CoL	250,000	CIL OSPR	250,000	0	NK
Healthy Streets – safer junctions	Bishopsgate, Camomile Street Junction					TFL	COL	NK	NK	NK		
Healthy Streets – safer junctions	Bishopsgate, Fenchurch Street Junction					TFL	COL	NK	NK	NK		
Healthy Streets – safer junction	Ludgate Circus	2020				TFL	COL	NK	NK	NK		



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Principal Road Renewal	Newgate Street, Holborn Viaduct and London Wall	2019 - 2022				TFL	COL	Approx. 100K P. A	TFL			
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What?

Public transport

Where?

City Wide

When?

On-going

Why?

Public transport is a more sustainable and healthy mode of transport. Demands on the City's transport network are increasing due to significant growth, fast moving technological development and changing travel habits.

Where are we now?

The City of London Transport Strategy was adopted on 23rd May 2019. The City is served by an extensive transport network with significant improvements occurring with the arrival of Crossrail into the City at Farringdon and Liverpool Street/Moorgate. There is also delivery of increased capacity from the Northern Line/ Bank Station upgrade.

Improvements to street-level interchange between Fenchurch Street and Tower Hill/ Tower Gateway stations and explore with partners direct interchange in future

Promote underground improvements and step-free access



Risks and Mitigation

Delays to Crossrail. Services now scheduled to commence in summer 2021

Lack of commitment to funding Crossrail 2 – knock on effects to the City

Lack of sufficient funding for TfL



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Bus priority	Ludgate Hill, Holborn, London Wall, Cannon Street.	2019-2021				TfL - LIP		60K	TFL	60K	0	
Crossrail	Liverpool Street, Moorgate, Farringdon	Services commence summer 2021				Crossrail Ltd	TfL	18.25bn	Government, TfL, City Corporation, Canary Wharf Group, businesses	18.25bn	0	Critical



What?

Freight and Servicing

Where?

City Wide

When?

On-going

Why?

Efficient off-street servicing and delivery arrangements are vital to keep the City moving. The Transport Strategy seeks to reduce the number of lorries and vans entering London and therefore freight consolidation into fewer vehicles or different vehicles is necessary.

Where are we now?

The City Corporation has a Freight Forum with businesses to encourage effective freight consolidation and discuss approaches. These include supporting low/ultra-low emissions and last mile deliveries, consolidation centres, last mile delivery hubs, pick up centres such as Amazon lockers and infrastructure to prevent deliveries in restricted hours and use of the river for movement of freight and waste..

Risks and Mitigation Dependent on development schemes coming forward.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Consolidation and delivery service, 2 last mile logistics hubs (further 3 by 2025) and use of the river for freight	Barbican or Middlesex Street	2022	2025			COL		£40,000+				
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		TBC	COL Transformation Fund	NK	NK	



What?

Parking

Where?

City Wide

When?

By XX

Why?

Need to encourage switching from petrol/diesel vehicles to electric to deliver air quality improvements. Local Plan and Transport Strategy seek to reduce vehicle movements into the City and commuter parking.

Where are we now?

Electric charging already available at the Barbican for residents. Black cab charging points should be available by 2020 [check].

- Need for pick up/ drop off points
- What to do with redundant car park space? Described in draft Plan
- Kerbside uses review
- Off-street parking electric vehicle charging points
- Underutilised car parks given over to last mile delivery hubs or other uses that support the Transport Strategy

Risks and Mitigation

Technology moves on making roadside charging unnecessary (eg smaller, greater capacity batteries) or less invasive charging (eg embedded in roads). How CAVs are used.

CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Electric Charging Action Plan	City wide	2019-2020				COL		None – staff time	None	None	None	
Rapid Charging Hub & GULCS/Rapid Programme	Baynard House Car Park & 6 other locations	2020				COL	COL		Mayor? TFL	Share of £18m across London boroughs		
Kerbside review - Full assessment of all street parking/loading activity, to identify opportunity to improve on-street delivery and reduce vehicles numbers. Inc Motorcycle review	City wide	2019-2020				COL	TfL – LIP	£110K	TfL	NK	NK	Priority



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Disabled Parking Bays - adjustment for space requirements	City wide	2019-2021 subject to delays				COL		£15K	NK	NK	NK	Amber
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What?

River transport

Where?

Riverfront

When?

On-going

Why?

Greater use of the river is encouraged for both passenger and freight transport to alleviate the need for some motor vehicle trips on the City streets.

Where are we now?

Walbrook Wharf is the only active river wharf in the City and will be retained as a waste facility and potentially used for freight logistics. Swan Lane Pier is a redundant pier and the City seeks its reinstatement.

Risks and Mitigation

Risk

Use of the river for transport is dependent on the commercial viability of freight operations.

Mitigation



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Requiring developers adjacent to, over or on to use the river for freight, servicing and transport will encourage the development of river transport infrastructure.

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
None												



What?

Public Realm

Where?

City Wide

When?

Ongoing

Why?

The density of the City means that it needs to maximise the attractiveness and use of its limited public space and to create new space where possible. There is a clear and developing understanding of the importance of public realm and access to open public space to enhance well-being, strengthen mental health and attract the best global talent the City. Linked to this is the need for diverse activity on the street and accessibility to informal and formal leisure and cultural opportunities.

Where are we now?

The number of people arriving into the City will increase resulting in pressure on the streets and public realm, particularly around areas of transport interchanges, within the City Cluster and surrounding the proposed major infrastructure developments within the Culture Mile and Court complex. There are a number of public realm enhancement strategies for the City streets and spaces and complimentary projects that can lead to enjoyment of the City. Healthy Streets plans cover Fleet Street and Temple.



The Sculpture in the City programme demonstrates the attractiveness of how public space can be animated with arts which can be multi-functional, providing sensory elements, play opportunities and shelter from elements. The Legible London wayfinding maps promotes accessibility and links to enhanced walkability across the City. The Corporation has invested in a world leading gigabit Wi-Fi network with approximately 200 access points available across the City enhancing connectivity within the City's streets and public realm using street furniture.

The City has a rich heritage of traditional markets and an increasing demand for pop-up's and street food markets. Public realm works are proposed to Petticoat Lane and the surrounding area to complement improvements to the operations of the market and facilities to serve its customers and visitors. Guildhall Yard and at Ropemaker Street enliven street activity with lunchtime food offerings.

Temporary projects such as Lunchtime Streets have taken place whilst road improvements were underway, to create small parklets for activities, street markets and seats so that people can enjoy lunch in a safer and pleasant environment as open space is at a premium. Public realm is being enhanced through the provision of terraces and viewing galleries (there are now X) as an opportunity to provide inclusive spaces which can facilitate positive social interaction and enjoy viewpoints of the City's historic and cultural attractions.

Risks and Mitigation

Mitigation

Transportation and public realm improvements to accommodate anticipated changes in the area surrounding Culture Mile and proposed court complex in Fleet Street will continue to use central funding during the fundamental review.

The Riverside walk at Blackfriars Bridge has been incorporated in the Thames Tideway Tunnel public realm works.

Legible London way finding signage across the Square Mile is being installed across the City.

Moorgate (Crossrail urban integration) transportation and public realm works to integrate pedestrians using the Crossrail station will benefit from funding.

Risks

Crowded streets as more people expected to arrival into the City.

Pressure of development on heritage and unique identity.



Insufficient funding to deliver necessary public realm improvements



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source £000's	Total Funding Available £000's	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Museum of London Public Realm	West Smithfield Area	2019-2027				COL	Consultants		CIL (11,910) & City Fund (431)	12,341	0	Approved
Courts Complex Public Realm	Fleet Street Area	NK				COL		TBC	COL	NK	NK	NK
Beech Street Transportation and Public Realm	Beech Street	2019-2025				COL			CIL (9870) & S106 (200)	10,070	0	Approved
Puddle Dock Improvements – Pedestrian Crossing & riverside walk & Thames Pier	Blackfriars	2019-2021				COL			TFL 699	699	0	Approved
Legible London	Across the City	2019-2021				COL			CIL (350) and TFL (1687)	2,037	0	Installation underway
Public Realm improvements	Cannon Street	2019-2021				COL		1.124m	S106 1.124m	1.124m	0	Approved
Petticoat Lane	Middlesex Street Estate	2019-2022				COL/Tower Hamlets?		0.985m	0.985m S106	0.985m	0	Approved



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Moorgate Area Enhancement Strategy	Moorgate	2019-2021				COL		87,000	S106 87,000	87,000	0	Fundamental Review
Cultural Hub Public Realm Projects	Culture Mile	2019-2020				COL		1,594K	City Fund 1,594K	1,594K	0	Approved
Sculpture in the City	City wide	2019-2027				COL		5,574K	S106 (86K), City Fund (1160), other 4328K	5574K	0	Approved



What?

Lighting

Where?

City Wide

When?

Ongoing

Why?

Lighting of global cities is often addressed in an ad hoc way with new developments adding lighting in a piecemeal way and street lighting applied in a uniform way. Lighting contributes to improving the night-time offer, enhancing visitor experience, an attractive townscape and a safe and secure experience.

Where are we now?

The Corporation have adopted a Street Lighting Strategy that seeks to deliver a creative, holistic, cohesive, forward looking and intelligent approach in which light and darkness are better balanced to meet both a functional and aesthetic need.

In recognising the City of London's Future City and Smart City initiatives it introduces an innovative approach to both technology and technique to help create much greater flexibility for the future. The City of London is in the process of rolling out the replacement of its street lighting using intelligent and sustainable LED lighting for better energy use and sustainability. The lighting also has smart capability meaning it can be controlled intelligently, changing the temperature of lighting (between warm colouring or white light) and the brightness in response to ambient lighting, mood creation and safety.



The illuminated river project lit 15 of central London's bridges along the River Thames transforming the capital at night as the longest public art project in the world and will span 10 years.

Further planning guidance on lighting will be prepared and issued, either as a Planning Advice Note, or a Supplementary Planning Document

Risks and Mitigation

Lack of Corporation funding to implement the City's Lighting Strategy.

Adopting a Planning Advice Note/SPD will require developers to invest in appropriate lighting.

If there is an electricity supply failure, we are dependent on the local supplier, UK Power Networks, for supply restoration



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Upgrade City's street lighting network and control management system	City wide	By 2021						>1m				Authorised to Gateway 5
Golden Lane Area Lighting & Accessibility	Golden Lane	2019-2022						1.7m	S106 1.7m	1.7m	0	Approved
St Pauls External Lighting	St Pauls Cathedral	2019-2023						1,655,000	S106 45K Other 1,610,000	1,655,000	0	Fundamental Review



2.7 Shaping Outstanding Environments: Open spaces and Green Infrastructure

What?

Open Spaces and Green Infrastructure

Where?

City Wide

When?

Ongoing

Why?

The City of London is a busy urban environment containing many small open spaces and pocket parks. There is a growing recognition that green infrastructure helps to mitigate against some effects of climate change, provides benefits for well-being and mental health and improves air quality.

Where are we now?

Green infrastructure in the City includes civic spaces, parks and gardens, cemeteries and churchyards, and green roofs and walls in addition to amenity spaces. The provision of urban greening should be integral to the design and layout of buildings and the public realm and major development proposals will be required to include an Urban Greening Factor (UGF). Development should incorporate measures to enhance biodiversity including the retention and enhancement of habitats within Sites of Importance for Nature Conservation (SINCs), including the River Thames and measures recommended in the City of London Biodiversity Action Plan (BAP) in relation to particular species or habitats. Urban greening is important as temperatures rise, rainfall increases and to combat urban heat island effect.



Within the Square Mile there are 376 open spaces totalling 32 hectares which includes parks, gardens, churchyards and hard open spaces. Draft Local Plan Policy OS1 seeks additional publicly accessible open space and pedestrian routes in major commercial and residential developments and further civic spaces from underused highways and other land and improved accessibility. The quantity, quality and accessibility of public open space will be maintained and improved.

Open Space Audit March 2017:

- Primacy Civic spaces – Courtyards and Piazzas – 6.5ha (65,000sqm)
- Secondary civic – street space (99.3ha)
- 23.3ha open space accessible to public – 76% total
- 20.04ha inclusive access (73%)
- 39% open space is green space
- 10 SINC's – primarily North of the City
- 4 registered historical gardens – Inner Temple, Middle Temple, Finsbury Circus and The Barbican

COL Open Spaces Strategy is supported by the City Gardens Management Plan 2017 – 2022 which sets out projects to increase the amount and quality of open space in the City in parks and churchyards. Following the completion of Crossrail and the removal of the Crossrail works site at Finsbury Circus, reinstatement works will deliver a new garden and pavilion fit for the history and strategically important location.

The City of London has 6.21sqm of green roofs per resident population. There is 43,100sq.m of total green roof space in the City of London, 51% are extensive green roofs (including 3% BioSolar (extensive) green roofs and 49% intensive green roofs. Policy encourages developers to include more GI in development proposals which will be sought through the installation of biodiverse extensive or intensive green roofs, terraces, green/living walls and landscaping around the building. Major development proposals will be required to demonstrate an Urban Greening Factor (UGF) target score of 0.3 (as a minimum) for both commercial and residential developments. UGF is a tool to assess the amount, type and value of greenery within development proposals. To date COL have received eight major planning applications with UGF's submitted and nearly all have attained the minimum UGF target.

The City has 13 Sites of Importance for Nature Conservation (SINC's), including three new SINC's (Postman's Park, Portsoken Street Garden, St Dunstan in the East Church Garden). The City of London Biodiversity Action Plan (2016-2020) (BAP) covers open spaces, habitats and species in City of London and will be reviewed shortly. Policy encourages developers to include more biodiversity measures by protecting and improving wildlife populations and their habitats.



In the City of London there are 34 Tree Preservation Orders and 65% of all trees in the City are within open spaces.

Risks

Intensification of development in the city and growing numbers of workforce, residents and visitors will place increased pressure on the City's open spaces.

Limited public funding available to deliver new open spaces and to maintain and improve existing open spaces.

Resistance from some developers to **Urban Greening Factor (UGF)** requirements and pressure for the UGF to be applied more flexibly given the high-density nature of development and other policy requirements.

Mitigation

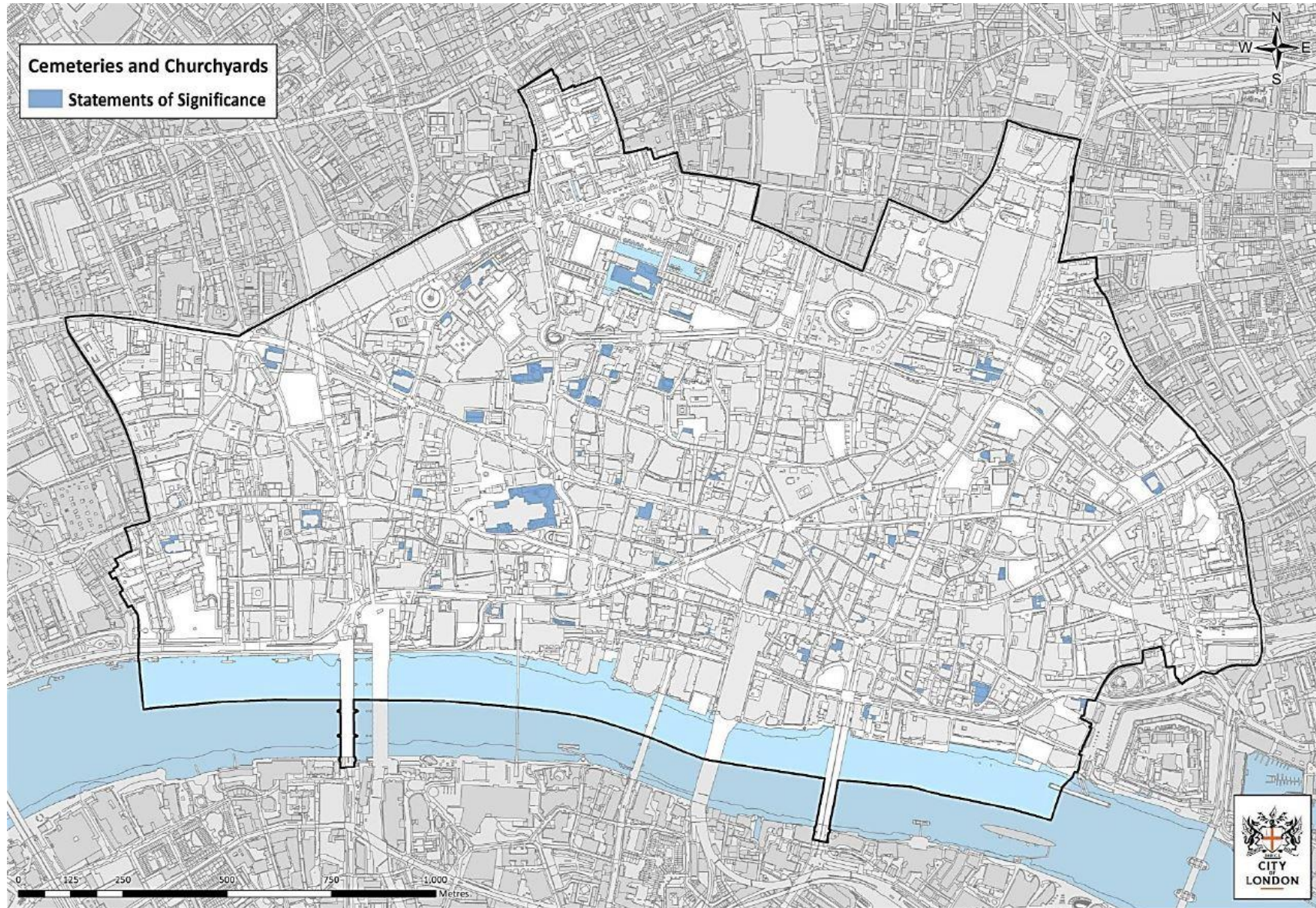
Developer funding through S106 planning obligations and CIL to deliver new open spaces and amenity spaces.

Implementation of the **City of London Biodiversity Action Plan (BAP)** and promotion of green corridors.

Implementation of **NPPF** requirements for net gains for biodiversity to be sought through planning policies and decisions **biodiversity net gain** can be achieved on-site, off-site or through a combination of on-site and off-site measures. New guidance released from Ministry of Housing, Communities and Local Government (MHCLG) **biodiversity net gain**

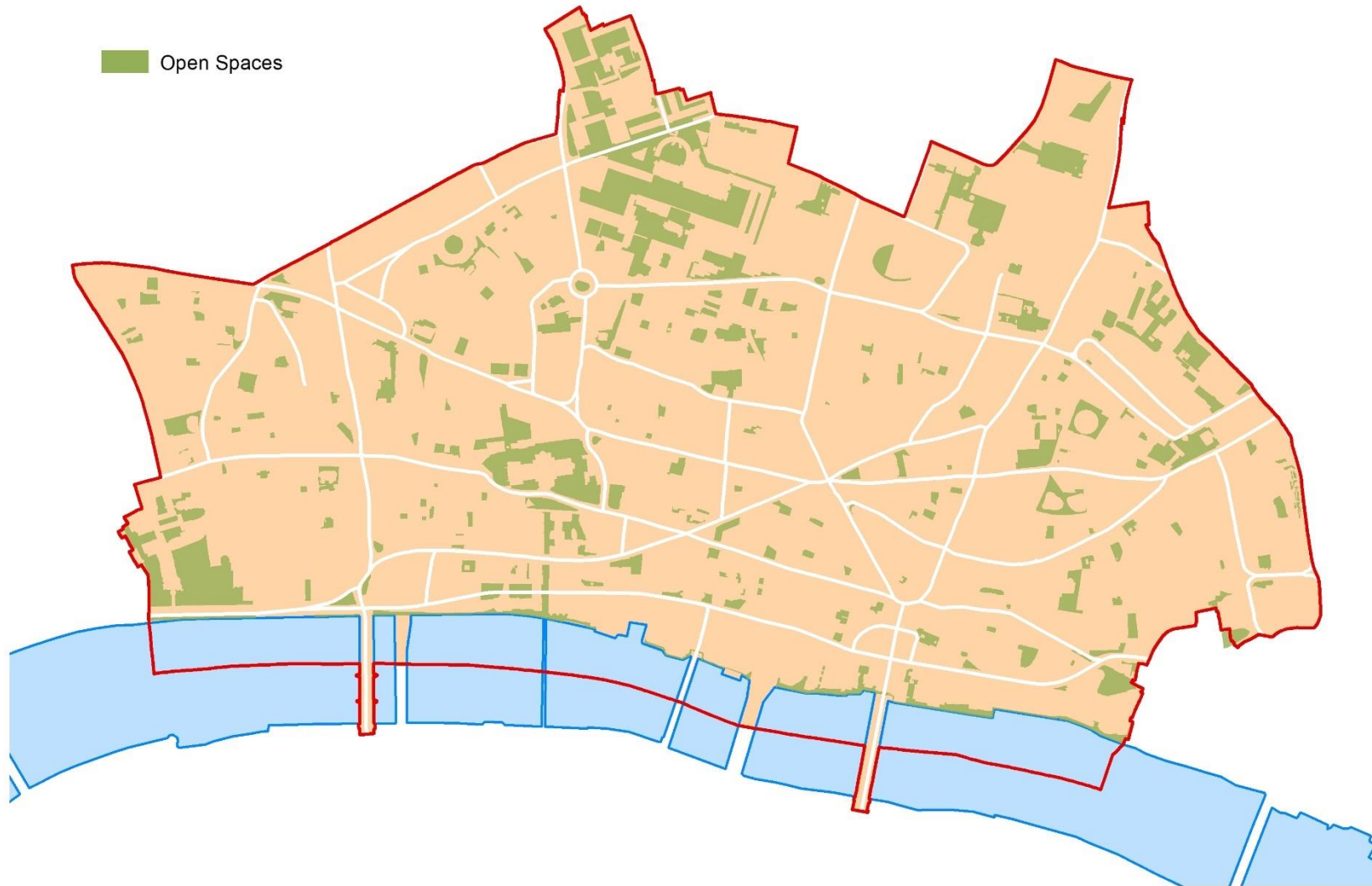
City of London Tree Strategy Supplementary Planning Document (SPD). Safeguarding of trees and any existing trees which are required to be removed during development works will only be permitted in exceptional circumstances





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CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Finsbury Circus Garden and Pavilion Reinstatement	Finsbury Circus	completion April 2021						£6.17m	Crossrail Ltd £650, 000	Gateway 4/5 project	NK	
St Alphage Gardens	St Alphage	2019-2020						1.197m	S106	1.197m	0	Approved
Greening of Cheapside	Cheapside	2019-2020						386K	S106 (271k) & other (115)	386K	0	Approved
Guildhall Pond Area Strategy	Guildhall	2019						16K	S 106	16K	0	On hold fundamental Review
Guildhall Area Strategy Greenspaces	Guildhall	2019						10K	S106	10K	0	On hold Fundamental Review
St Barts Close Area Enhancements	St Barts Close	2019-2023						4,015K	S106	4.015K	0	Approved
Minorities Area Enhancements	100 Minorities	2019-2022 Subject to delays						950K	S106 (420K), TFL (150K), s278 (380k)	905K	0	Approved
St Mary At Hill Churchyard	St Mary At Hill	2019-2024						617K	S106 (617K)	617K	0	Approved



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Angel Court Environmental Improvements	Angel Court	2019-2020						355K	S106 (355K)	355K	0	Approved
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2.8 Shaping Outstanding Environments: Climate Resilience and Flood Risk

What?

Climate Resilience and Flood Risk

Where?

City Wide

When?

Ongoing

Why?

To ensure that the City remains resilient in the face of a changing climate as risk of flooding and extreme heat events increases. Predictions that the City of London will experience a rise in average temperature between 2 – 6°C by 2061 (UKCP18) and the City could experience maximum temperatures up to 10°C higher due to the Urban Heat Island Effect. Climate change could also affect patterns of wind flow in high density urban environments like the City.

Climate change will make patterns of rainfall more intense which will increase flooding, especially in an impermeable environment like the City, increasing surface water flooding. The City lies within the tidal section of the Thames and is vulnerable to sea level rise.

Designing climate change resilience into developments and infrastructure will keep the City safe as weather patterns change.

Where are we now?

- City Plan 2036 includes policies on city greening, SUDS, flood protection and defences, flood risk-, overheating & urban island effect
- Tackling climate change is a priority within the City's Responsible Business Strategy, 2018-23 which was adopted in July 2018.
- The City Corporation is developing a Climate Action Strategy, due to be adopted in 2020, covering actions for the City Corporation and businesses in the Square Mile and addressing climate change mitigation and climate resilience, identifying adaptation measures that must be undertaken.
- The City Corporation is the Lead Local Flood Authority (LLFA) for the City of London, and coordinates actions to address local flood risk in the City. The City's [Strategic Flood Risk Assessment 2017](#) (SFRA) provides the most up to date information about tidal, surface,



sewer and groundwater flooding. The [Local Flood Risk Management Strategy 2014-2020](#) (LFRMS) includes a Flood Risk Action Plan which identifies the practical steps that the City Corporation and other partners need to take to reduce their risks from flooding.

- The City's Environmental Resilience Team produced guidance for [businesses](#) and [property owners](#) on steps they could take to help reduce the impact of flooding.
- The Environment Agency has indicated in its Thames Estuary 2100 Plan that it anticipates needing to raise the statutory defence level of the City's riverside by up to 0.5m by 2065 and an additional 0.5m by 2100. This is to provide a higher level of protection and to account for sea level rise due to climate change. The City are working actively with the Environment Agency to determine how to implement this plan.
- The City of London won the RTPI National Award for 'Excellence in Planning for the Natural Environment' for planning and delivering green roofs in the City of London. Green roofs can prevent water from entering the drainage system and can provide cooling and biodiversity opportunities compared with a traditional roof.

Risks

- That the Corporation and City businesses do nothing to tackle the impacts of climate change locally and the City becomes an unattractive place to work, live and visit.
- Flooding could cause the loss of life, damage to property and business continuity.
- Funding reduced or stopped from central government to deal with LLFA duties.
- Funding not available- to implement Climate Action Strategy.

Mitigations

- Continuation of the Climate Action Strategy development by June 2020.
- Development of a riverside strategy to implement the TE2100 plan.
- Flood resilience and resistance designed into development proposals, including public realm.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Strategy development to implement the TE2100 plan	City of London - River Thames	2019-2021				COL	Environment Agency	£49,000	CoL and Thames Regional Flood and Coastal Committee	£49,000	0	2
Climate Action Strategy	City wide	2019-2021				COL		£350k	CoL	£350k	0	3



What?

Water and drainage

Where?

City Wide

When?

By 2025

Why?

Water is a vital resource for the City. The challenges of sustainability managing water security, quality, drainage and wastewater are considerable. Thames Water is the primary water and sewerage company operating in the City of London. Thames Water are developing a 5-year business plan between 2020-2025 that is still being determined by Ofwat, the water regulator.

Surface water flooding is a major issue in the City of London as the drainage network has pinch points at which there is insufficient capacity to accommodate the amount of surface water running off from buildings and hard spaces. This can result in sewers surcharging. Local drainage network blockages have the capacity to cause further damage.

Greater stress from increased populations on the supply of water and its wastewater system with increased rainfall from climate change will require new approaches and new infrastructure.

Where are we now?

Planning policy currently requires new major developments to incorporate the principles of sustainable drainage system (SuDS) to reduce the amount and rate at which water enters the drainage network. New developments are encouraged to reuse water on site to reduce the demand for potable water and requirement to treat additional wastewater. The City of London Lead Local Flood Authority (LLFA) is a statutory consultee to the planning process and reviews all major applications, recommending conditions when necessary to secure reductions and ongoing maintenance of systems.

The GLA have produced the London Sustainable Drainage Action Plan. It is a series of actions to help promote the use of SuDS in London, specifically retrofitting and awareness raising.



The Thames Tideway project will be completed in 2024 and will substantially reduce the amount of untreated sewage being released into the Thames by instead discharging to a newly constructed 25km tunnel under the River Thames.

Thames Water are currently under determination from the water regulator Ofwat to finalise their 2020-2025 business plan.

The City of London's Multi Agency Flood Plan (MAFP) determines the emergency actions that will be taken if a catastrophic flood occurs in the City.

Risks

- Increase risk of burst water mains if Thames Water cannot fund upgrades in the future.
- Increase in surface water flooding due to climate change and decreases in permeable area.
- Increase in demand for potable water.
- Increase in volume of wastewater requiring treatment.
- More frequent 'reactive' works

Mitigation

- Requirement for minimum level of SuDS for major developments. The Local Plan proposes extending SuDS requirements to all new development.
- Partnership working with Thames Water to determine areas of higher risk of water mains burst.
- Thames Water's business plan suggests they want to replace 700km of water pipes across their network and reduce leakage by 15%. They also want to fund SuDS installation, giving £150k to each local authority in their area.
- Working with other LLFAs in the same sewer catchment to increase capacity within the network through the widespread use of SuDS.
- New developments are encouraged to incorporate water saving devices through BREEAM assessment requirements and where applicable the Building Regulations.

CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Thames Water SuDs funding	Public realm in the City					Thames Water	CoL	£150k	Thames Water	£150k	0	1
Drinking Fountains and refill points	Across the City	2019-2020				COL		131K	Other (131K)	131K	0	Approved



What?

Circular economy and waste

Where?

City Wide

When?

Ongoing

Why?

The COL is a waste planning authority and as such has a duty to prepare a waste local plan to identify sufficient opportunities to meet the identified needs for the management of waste and ensure suitable sites and areas for the provision of waste management facilities are identified in appropriate locations. Waste arisings for the City by 2036 are estimated at 240-310,000 tonnes. EU Circular Economy legislation adopted in 2015 includes move to increase recycling rates for local authorities and businesses.

Where are we now?

There is one designated waste site in the City, a transfer station at Walbrook Wharf, and no waste management sites. Walbrook Wharf has a design capacity of 110,000 tonnes of waste although it is limited to 85,000 for safety reasons. From the Wharf, waste is transported along the river to the Riverside Energy from waste facility at Cory Environmental Riverside Resource Recovery facility at Belvedere, Bexley.

Recycling is transported via road to Veolia's Integrated Waste Management Facility in Southwark. Food waste and green waste is also sent to the Southwark facility to be bulked and forwarded to a Biogen facility in Bedfordshire. Other waste, such as street sweepings, are transported to



Wandsworth for bulking and forwarding to a composting facility in Sussex. Clinical waste is forwarded to the Edmonton clinical waste incinerator. Smithfield Meat Market, within the City, generates waste that falls under the Animal By-Products Regulations which impose requirements on the disposal of waste, however there is the possibility that the Smithfield Meat Market will relocate to a consolidated wholesale market during the plan period. St. Bartholomew's Hospital produce some low-level radioactive waste and hazardous waste streams that would both count towards industrial and commercial waste streams. The last Commercial & Industrial arisings for the City were collected in 2018. The City relies on co-operation between waste planning authorities, other authorities and public bodies to ensure a suitable and sustainable network of waste management facilities. The City Corporation is a member of the South East London Joint Waste Group (SELJWG) which comprises the boroughs of Bexley, Southwark, Bromley, Greenwich, Lewisham and the City. The group meets regularly and works together to identify and meet sub-regional requirements for waste management facilities.

The City Corporation has produced and had approved a Recycling and Reduction Plan (RRP) to demonstrate how the City can contribute to the Mayor of London achieving recycling targets for Greater London, this involves several measures around recycling communications campaigns. The current London Plan set a waste apportionment figure requiring the City to identify sites with capacity to manage 100,000 tonnes of waste annually until 2036. The draft London Plan reduces this to 84 tonnes per annum in 2021 and 90 tonnes per annum in 2041. The City monitors waste per type generated and reports through the Waste Data Flow system to DEFRA.

Risks and Mitigation

Risks

The maximum waste arisings for 2036 is estimated to be potentially 500,000 tonnes to include collected, commercial and industrial, construction, demolition and excavation, hazardous, residual waste, recycling and organics. With no viable waste management capacity, the City relies upon disposal at facilities outside of the City of London. Some sites outside London have been identified as potentially not being available to received waste throughout the whole lifespan of the Local Plan however given projected decrease in construction, demolition and excavation wastes in accordance with the waste hierarchy this is not anticipated to be problematic.

Walbrook Wharf is a safeguarded waste site sited alongside the Thames Riverside within the City Flood Risk Area, constrained physically and within operations to reduce nuisance to residents. Processing more waste at this location is likely to impact upon vehicle access and cause queueing. New technologies such as sorting, composting or energy recovery would require 2ha of land, however this is very unlikely to be financially viable due the land prices in the City. C&I arisings for the City are difficult to forecast and the last data was collected in 2018, whilst there has been progress in technologies to treat C&I waste, again it is unlikely to be financially viable to treat waste at Walbrook Wharf.



The commercial nature of waste generated in the City, alongside limited opportunity to expand the waste management facility and lack of available land for waste use are obstacles to overcome in order to move towards a Zero Waste City.

Mitigation

The COL has a Duty to Cooperate commitment to working jointly and an agreement with Bexley as a waste partner. The City Corporation participates in the SELJWG to identify sufficient waste management capacity to meet the combined London plan apportionment of each member and also works with GLA and Environment Agency to improve waste planning.

Further use of the river to remove waste and excavation waste will be supported through Walbrook Wharf as a safeguarded waste site and river wharf in line with the London Plan and Safeguarded Wharves Direction. Construction, demolition and excavation waste is not covered by targets for net self-sufficiency and will continue to be transported to sites outside London through the waterway or by rail.

New waste management technologies have increased the viability of small-scale waste management in large development sites within the City. However, these should not create an unacceptable land use conflict, lead to unacceptable access arrangements and should have minimal carbon impact in compliance with the Mayor's Carbon Intensity Floor (CIF).

On site or multi-site consolidation of waste storage and separation purposefully located at ground floor level with direct access to highways can reduce number of refuse vehicle collections. This on-site management can also incorporate food waste to assist management of the City's waste generated from eateries. The Plastic Free City initiative encourages large office buildings or multi-tenanted complexes to reduce their use of plastics to minimise loads on current waste treatment facilities. This can be achieved through the planning application process including a waste minimisation plan and construction logistics plan, as well as incorporating waste facilities into the design of buildings.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Duty to Co-operate - suitable places for City waste	City-wide				GLA and SELJWG Waste arising and capacity figures extend to 2036	DBE	GLA, Environment Agency, SE London Waste Planning Group), London Waste Planning Forum, Port of London Authority, Marine Management Organisation	0	0	0	0	Essential
Safeguarding Walbrook Wharf.	Walbrook Wharf				Ongoing	CoL	GLA	0	0	0	0	Essential
Waste management technologies.	City-wide U. K				Ongoing	CoL	Private firms	0	0	0	0	Important
Survey of commercial & industrial waste.	City-wide U. K		Survey to be completed			CoL	Consultants	£30,000	COL - DBE budget	£30,000	0	Important



2.9 Key Areas of Change

Where?

Blackfriars

When?

Ongoing

Why?

Most development in this area is post-war, with large building footprints, little or no active frontages and a lack of open space. Major transport routes are a barrier to pedestrian movement and access to the riverside walk is limited.

Where are we now?

A Key Area of Change has been identified to facilitate beneficial commercial redevelopment such as Bayard House, a key renewal opportunity site which would provide for public realm upgrades and improvements to the setting of St Benet's Paul's Wharf. There have been advancements through COL Riverside Walk Enhancement Strategy. The Thames Tideway Tunnel works will create a large new area of public realm built out into the river west of Blackfriars Bridge.

Risks and Mitigation

Risk – Blackfriars lies within the City Flood Risk Area which may constrain development capacity to ensure safe occupation and flood resilience.

Mitigation – Pedestrian crossing, riverside walk and the Thames Pier have secured local funding through TL grant for improvements at Puddle Dock.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Thames Tideway Tunnel Project – public realm (viewing terrace, civic space, green terrace, events venue & public artwork.	Reclaimed land West of Blackfriars Bridge		2024			Tideway	Thames Water Bazalgette Allianz, Amber Infrastructure, Dalmore Capital and DIF	3.8bn & 1.1bn prep works for entire project	1.1BN Thames Water & 3.8bn Private Finance		NK	Ongoing
Tudor Street/New Bridge Street	Tudor Street/New Bridge Street					COL-DBE		0	0	0	0	Fundamental Review
Puddle Dock Improvements – Pedestrian Crossing & riverside walk & Thames Pier	Blackfriars	2019-2021				COL-DBE		699K	TFL 699K	699K	0	Approved



Where?

Pool of London

When?

Ongoing

Why?

The public realm in the Pool of London is tired and needs refurbishment. A number of key occupiers are vacating buildings in this area, opening up the potential for significant improvement to buildings and public realm, including through new active frontages.

Where are we now?

This area has a number of large office developments, in proximity to a range of transport connections. The area also has a significant residential population in Sugar Quay, with hotel accommodation at Three Quays, and public open space within the Dark House Walk, an accessible public dwell space and public circulation space. The Pool of London has been identified as a Key Area of Change to promote significant public realm improvement, enhance existing buildings, improve vibrancy whilst enhancing and protecting tranquil areas and the riverside walk for enjoyment.

Risks and Mitigation

Risk – development capacity maybe constrained by the flood risk area to ensure safe occupation and flood resilience. Public realm improvements will depend upon redevelopment/refurbishment of the existing building stock.

Mitigation - Although at inception stage there is funding from TFL for the Riverside Walk.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Riverside Walk	Globe View Section, Thames Path	2019-2021				COL		50K	TFL 50K	50K	0	Shadow project (inception stage)
Globe View	Globe View Walkway, High Timber St	2019-2022				COL		601K	S106 (301K & TFL (300k)	601K	0	Approved



Where?

Aldgate and Tower

When?

Ongoing

Why?

The area lies within the eastern fringe of the City where there have been significant public realm improvements at Aldgate Square and a number of redevelopment schemes are proposed. There is a significant residential population and a need to improve links between the residential estates and the rest of the City.

Where are we now?

Aldgate and Tower is designated a Key Area of Change to support a mixed-use area which balances needs of residents, visitors and workers.

The area comprises the residential communities of Mansell Street and Middlesex Street and is in proximity to communities within Tower Hamlets. Consultation is ongoing on proposed improvements at Petticoat Lane Market and Middlesex Street in conjunction with LB Tower Hamlets.

The policy supports additional hotels and cultural facilities to build on the area's proximity to visitor attractions, including the World Heritage Site at the Tower of London, with supporting services and improvements to connectivity in conjunction with the Public Realm Aldgate and Tower Area Strategy.

Risks and Mitigation

Lack of funding to deliver public realm and transportation improvements. Uncertainty over future large scale estate regeneration schemes.



Mitigation – Petticoat Lane and Middlesex area improvements are under-going consultation with funding support. Funding is in place for improvements at Minories.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source £000's	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Middlesex Street Area (Artizan)	Middlesex Street Area (Artizan)	2019-2021				COL		908K	S106 (908)	908K	0	Approved
Petticoat Lane	Middlesex Street Estate	2019-2022				COL		0.985m	S106	0.985m	0	Approved
Minorities Area Enhancements	Minorities	2019-2022				COL		950K	S106 (420K), TFL (150K), s278 (380k)	905K	0	Approved



Where?

City Cluster

When?

Ongoing

Why?

The City Cluster is a world-renowned centre for financial and insurance services. It is a rapidly expanding area of increasing office space and additional workers and tall buildings. There is scope for further tall building development to complement the existing cluster. The tall building cluster and concentration of businesses and workers mean that security measures, particularly area-wide security measures are needed.

Where are we now?

The City Cluster has been identified as a Key Area of Change to support and co-ordinate with the City Corporation's City Cluster public realm vision and the Transport Strategy to deliver changes to the streets and public realm. Key issues are the delivery of improved walking environment, rebalancing streets to reflect user needs through a healthy streets plan, implementing greening and street activation programmes such as timed closures and parklets ahead of permanent implementation. The City Cluster Vision is to be undertaken in three stages to ensure delivery is coordinated with development such as 22 Bishopsgate (due for completion 2020) and improvements to key streets associated with Crossrail. The COL Noise Strategy also seeks to deliver a suitable acoustic environment for people working and commuting in the City Cluster. The Eastern City Cluster Partnership are supporting the delivery of a Business Improvement District. New developments are required to contribute through s106 to the development of area wide security.

Risks and Mitigation

An increase in the density of development could adversely impact the environment and amenity for businesses and workers in this area, adding to congestion and air pollution. A higher density of development also increases potential security risks.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Mitigation – s106 contributions towards the development and implementation of area-wide security measures

Healthy Streets Plans are eligible for funding using local funding resources and S106 funding to include traffic modelling, feasibility assessment and stakeholder engagement.

Funding from S278 payments Phase 3 alongside existing S106 receipts, TFL, CIL and private contributions

Bid for TFL ‘Liveable Neighbourhood funding’ secured £3.3m over 4 years to be match funded for 2019/2020.

Safety and security measures part of a city wide HVM security programme

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost 000's	Funding Source	Total Funding Available 000's	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Healthy Streets Plans	City cluster and Fenchurch street	2019-2022				COL		350	TFL (250) & S106 (100)	350k	0	Approved
Eastern Cluster Security	City Cluster	2020-2026				COL		2.869m	S106 £169,000 S278 £2.700m	2.869m	0	Shadow Project
Vision Phase1 (Temp closures/installations & trails)	City cluster and Fenchurch street	2019-2023				COL		1325	S106 (675) & TFL (650)	1.325m	0	Approved
Vision Phase 2 & 3	St Mary's Axe,	2021 – 2030				COL		>1m	NK	NK	NK	On hold



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Public realm/traffic access restrictions, area wide greening	Leadenhall St											
22 Bishopsgate Phase 2	City Cluster 22 Bishopsgate	2019-2023				COL		1,951	S106 (850) & 1101 (S278)	1.951m	0	Approved
Sculpture in the City	City wide	2019-2027				COL		5,574K	S106 (86K), City Fund (1160), other 4328K	5.574m	0	Approved
Local Zero Emission Zones	Barbican & Golden Lane and City Cluster	2019	2022			COL	COL (DBE)	70K	Mayor's Air Quality Fund European funding, TFL - LIP EU and CIL	70K	0	Approved



Where?

Fleet Street and Ludgate

When?

Ongoing

Why?

Fleet Street and Ludgate Hill form a key part of the Processional route linking Westminster to St Paul's. The area is a centre for the legal profession in the City, housing the Old Bailey and the Rolls Building and the Inns of Court at the Temples. There is a need for public realm and transportation improvements to enhance the environment of the area and deliver improvements in air quality. The Fleet Street Principal Shopping Centre is in need of improvement to attract a wider range of retailers. Development must not impact on key view of St Paul's Cathedral.- Key office occupiers are vacating large buildings in this area and the City Corporation plans the development of a new court and police station complex on Fleet Street.

Where are we now?

Fleet Street and Ludgate Hill have been identified as a Key Area of Change to support aspirations of the Corporation for the area as a centre of judicial and related business and support delivery of the Fleet Street Courts and Lanes Enhancement Strategy. There is support for a Business Improvement District to support the retail activity of Fleet Street as a principal shopping centre. The area includes a major road junction at Ludgate Circus, the cycle superhighway and Thameslink railway station and includes St Paul's Cathedral a major visitor attraction. There is support for enhancing the public realm and open spaces through pavement capacity and additional greening.

Risks and Mitigation



Mitigation – Through the City's Transport Strategy and Public Realm enhancement programme there is funding for Healthy Streets Plans and public realm improvements.

Risks – The proposed law courts and associated projects represent a substantial funding requirement of unprecedented scale and uncertain funding from central government for policing costs.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Fleet St Area Strategy	Fleet St	2019-2022						182,000	TFL 182,000	182,000	0	Shadow (Inception stage)
Fleet Street	Fleet Street			2027-2029				200,000	TFL 200,000	200,000	0	Shadow (Inception Stage)
Fleet St and Temple Healthy Streets (Project proposal)	Fleet St & Temple					COL	COL	0.35m	100K s106 250K OSPR	350K	0	Shadow project
Fleet Street and Courts Area - Healthy Streets Plan traffic management study and improvement	Fleet Street between Chancery Lane and Ludgate Circus	2020-2022				COL	COL	250,000	CIL, OSPR	250,000	0	NK
Bus priority	Fleet Street, Ludgate	2019-2021				TFL		60K	TFL – LIP	60K	0	



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

	Hill, Holborn, London Wall, Cannon Street.											
Criminal Courts Public Realm	Fleet Street Area	NK				COL	COL	TBC	Central funding COL	NK	NK	NK
Cursitor St Improvements	Cursitor St	2019-2021				COL		250K	S106 (250)	250K	0	Approved



Where?

Smithfield and Barbican

When?

Ongoing

Why?

Smithfield and Barbican comprises a vibrant cultural quarter focused on the Barbican and Museum of London, St Bartholomew's Hospital, Smithfield Market, heritage assets and residential units. It will undergo significant change through the Cultural Mile initiative and the opening of the Elizabeth Line which will bring a substantial increase in numbers to this part of the City. The area comprises two of COL major infrastructure projects of the relocation of the Museum of London to Smithfield and the potential Centre for Music (subject to further investigation). The City Corporation has agreed in principle to consolidate its wholesale markets onto a site outside of the City, meaning that the Smithfield Meat market may move from its current location later in the Local Plan period.

The area contains the largest concentration of residential units in the City, on the Barbican and Golden Lane Estates and within the Smithfield area.

Where are we now?

Smithfield and Barbican has been identified as a key area of change to support the ambitions of the Corporation. COL launched the Cultural Mile Look and Feel Strategy in 2018 to create a sense of place through mixed use developments and a distinctive area for creative enterprises, performance spaces and affordable workspaces. The fastest growth in creative industries has been within music, performing and visual arts. Cultural Mile is home to many creative and digital industries and creative clusters with the Barbican and Guildhall School of Music and Drama, the museums, galleries and libraries which can strengthen resilience of the City by building a mixed economy. There are many opportunities within the Smithfield and Barbican area to provide a greater cultural offer and differentiated workspace offer.



Smithfield wholesale meat market is proposed to be moved to London Borough of Barking and Dagenham to consolidate the area's wholesale food markets and future uses of the redundant building (Central Market Buildings (East and West)) are being investigated.

There are a series of works required to the Barbican podium, waterproofing, drainage and landscape works to Ben Johnson, Breton and Cromwell Highwalks. The City Corporation is implementing an experimental zero emission street on Beech Street in 2020.

Risks and Mitigation

Risks

The relocation of Smithfield Market will undergo consultation and will include statutory timeframes for consultation and engagement prior to a Private Parliamentary Bill in November 2020.

The cost of delivering the projects will result in borrowing from the City Fund and borrowing from the Treasury's public works loan board and could be a major financial burden to the Corporation. S106 monies cannot be used for cultural activity, only to mitigate against the impact of development.

Funding for the Centre for Music has yet to be confirmed.

The area itself comprises many site constraints in the form of conservation areas, listed buildings and protecting the amenity of a large residential community.

Mitigation

COL is working to create the narrative to develop business support and ensuring that there is a portfolio of affordable and flexible workspace that will provide employment opportunities in a mix of land uses and promote the area as a place of innovation in creative enterprise. A range of incentives such as shorter term rents, temporary meanwhile uses, cooperating with other creative districts and applying agent of change principles can protect existing venues and also attract new businesses.

Col has authorised £241m of borrowing by the City Fund for 2019-20, rising to £513m by 2021-22.

There is support for public realm projects to improve pedestrian permeability and connectivity and manage traffic levels to improve air quality.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019 - 2021	2021 - 2026	2026 - 2031	2031 - 2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Beech Street Transportation and Public Realm	Beech Street	2019 - 2025				COL			CIL (9870) & S106 (200)	10,070	0	Approved
Exhibition Halls	North Beech Street					COL		NK	NK	NK	NK	NK
Centre for Music in St Pauls Gyratory	Site of MOL, London Wall Roundabout		2025 -	2028		COL		£21-30mi	TBC	NK	NK	On hold
Museum of London	Smithfield		2024			COL	Mayor	332m	Mayor £70m COL £192m £20m Donations £5m National Lottery Heritage Fund	£287m	£45m	Critical?



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Culture Mile Healthy Streets	Smithfield and Barbican	2019 - 2022				COL		450K	CIL 450K	450K	0	Approved
Culture Mile Implementation (Phase 1 Spine/North South Link)	North South Link	2019 - 2018				COL		£4,670,000	CIL 2,150,000 City Fund 2,520,000	£4,670,000	934,000	Shadow (inception stage)
Culture Mile Implementation (Phase 2 Project Proposal)	Wider Area	2020 - 2024				COL		£1,580,000	CIL 1,580,000	£1,580,000	0	Shadow (inception stage)
Culture Mile Implementation of Vision (Phase 2 Project Proposal)	Wider Area	2020 - 2024				COL		9,580,000	CIL 900,000 S106 1,000,000 TFL 3,480,000 S278 3,200,000	£8,580,000	1,000,000	Shadow (inception stage)
Culture Mile Implementation of Vision (Phase 3 Project Proposal)	Wider Area	2023 - 2029				COL		9,650,000	CIL 1,800,000 S106 750,000 TFL 1,050,000 S278 6,050,000	9,650,000	0	Shadow (inception stage)



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Culture Mile Pop-ups	Wider Culture Mile area	2020 - 2024				COL		2,020,000	CIL 1,020,000 City Fund 1,000,000	2,020,000	0	Shadow (inception stage)
Moorgate Area Enhancement Strategy	Moorgate	2019 - 2021				COL		87,000	S106 87,000	87K	0	Fundamental Review
Golden Lane Area Lighting & Accessibility	Golden Lane	2019 - 2022				COL		1.7m	S106 1.7m	1.7m	0	Approved
Cultural Hub Public Realm Projects	Culture Mile	2019 - 2020				COL		1,594K	City Fund 1,594K	1,594K	0	Approved
St Alphage Gardens	St Alphage/London Wall	2019 - 2020				COL		1.197m	S106	1.197m	0	Approved
St Barts Close Area Enhancements	St Barts Close	2019 - 2023				COL		4,015K	S106 (4,015K)	4.015K	0	Approved
Air quality enhancements	Beech Street	2018 - 2023				COL		£12 – 15,000	CIL	£12 – 15,000	? NK with	Fundamental Review
Local Zero Emission Zones	Barbican & Golden Lane and City Cluster	2019 - 2022				COL	CoL (DBE)	70K	Mayor's Air Quality Fund European funding,	70K	0	Approved



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

									TFL - LIP EU and CIL			
Energy	South of Smithfield CHP study	2020				COL	Citigen/CO L City CIL /HNBU (BEIS)	£120,000	Citigen/C OL City CIL /HNBU (BEIS)	£87,000 BEIS, £16,500 COL (CIL) and £16,000 Citigen (120,000 total)	0	TBC



Where?

Liverpool Street

When?

Ongoing

Why?

Liverpool Street will see a significant number of people due to the proposed opening of the Elizabeth Line. Redevelopment of Broadgate will bring a significant increase in office floorspace, increased retail activity and vibrancy during the evening and at weekends.

Where are we now?

A number of transportation and Public Realm works are required to safely integrate the additional pedestrians, improve wayfinding and urban greening along main thoroughfares in conjunction with the Liverpool Street Area Strategy 2013. The area is a principal shopping centre which will be supported through additional retailing and leisure activities and the night time economy building on the offering in adjacent Shoreditch High Street and Spitalfields market. There is an increasing number of retail and leisure services offered in Broadgate and a number of civic open spaces.

Risks and Mitigation

Mitigation – There is funding support via S106 from Crossrail, highways S278 contributions and local funding sources under the fundamental review



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Cross rail urban integration Phase 2	Liverpool Street	2019 – 2023				COL		2.034m	S278	550K	-1.484	Shadow
Crossrail Integration – Walking improvements to junction and surrounding public realm	Liverpool Street	2019-2023				COL		2.88m	1.93m S106 Crossrail 0.95m S278	2.88m	0	Approved



Where?

Thames Riverside

When?

Ongoing

Why?

The River Thames is an important feature for London, tourism, recreation and a corridor for freight and pedestrian movement.

Where are we now?

The Thames Policy Area includes two key areas of change, Blackfriars and the Pool of London. There have been advancements through COL Riverside Walk Enhancement Strategy and Dark House Walk public dwell space and circulation space and further improvements to the quality of the area through the illuminated river project lighting bridges along the Thames. Policy supports safeguarding land for the Thames Tideway which will create a large new area of public realm built out into the river west of Blackfriars Bridge and pedestrian accessibility from the other parts of the City.

Walbrook Wharf is the only active river wharf in the City and will be retained as a waste facility and potentially used for freight logistics. Swan Lane Pier is a redundant pier and the City seeks its reinstatement however other infrastructure such as a walkway would be required in order to facilitate.

Research has been commissioned to look at the City's flood defences and the potential to raise the flood defence wall.

Risks and Mitigation

Thames SPD



Maritime Spatial Plan

Risk – development capacity maybe constrained by the flood risk area to ensure safe occupation and flood resilience.

Mitigation - Although at inception stage there is funding from TFL for the Riverside Walk. The Thames Policy area crosses neighbouring local authorities and any improvements or projects are likely to be in partnership.

Environment Agency funding for dissemination of research into the City's flood wall and flood wall raising



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Thames Tideway Tunnel Prpject – Public Realm (viewing terrace, civic space, green terrace, events venue & public artwork.	Reclaimed land West of Blackfriars Bridge		2024			Tideway	Thames Water Bazalgette Allianz, Amber Infrastructure, Dalmore Capital and DIF.	3.8bn & 1.1bn prep works	1.1bn Thames Water & 3.8bn Private Finance		NK	Ongoing
Tudor Street/New Bridge Street	Tudor Street/New Bridge Street	NK				COL		0	0	0	0	Fundamental Review
City Riverside Strategy	Thames Policy Area	2020				CoL	Environment Agency	£46,000	£23,000 CoL £23,000 Environment Agency	£46,000	0	Important



2.10 Rest of the City

Where?

Rest of the City

When?

Ongoing

Why?

There are other places outside the Key Areas of Change that are likely to experience change over the Plan period until 2036 and will require infrastructure investment in this period.

Where are we now?

There are a number of public realm enhancement strategies that cover parts of the City outside Key Areas of Change, including Bank, Chancery Lane, Cheapside and Guildhall and Fenchurch and Monument.

Bank Area Enhancement Strategy sets out measures for road danger reduction, transportation and ways to improve the pedestrian environment. Use of timed and temporary street closures introduced in 2018 around Bank Junction has helped make streets safer, more attractive to walk and cycle. Further public realm enhancements are expected to continue until 2022.

Chancery Lane is the City's legal quarter and public highways and open spaces have been better connected through a series of street enhancements. This area lies adjacent to Fleet Street Key Area of Change where it is envisaged that there will be significant change proposed by the Court complex and police station.



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Cheapside and Guildhall area enhancement seeks to better connect attractions such as St Pauls and Barbican and support Culture Mile. This area has undergone significant change since 2010 with the opening of One New Change and other retail developments, and significant public realm investment.

Fenchurch and Monument area to the east will also see major increase in the number of people arriving at, or travelling through the area, as a result of the transport improvements of the Elizabeth line.

Risks and Mitigation

Some projects are subject to internal Corporation review and as such funding is directed towards the large capital projects

Planned Provision	Where	When 2019? - 2021	2021-2026	2026-2031	2031-2036	Who (Lead Partner)	Delivery Partners and Stakeholders	Total Cost	Funding Source	Total Funding Available	Funding Gap	Prioritisation (3) Critical, (2) Essential, (1) Important
Eastcheap & Philpot Lane	Eastcheap & Philpot Lane	NK				COL		0	0	0	0	Fundamental Review
St Pauls External Lighting	St Pauls Cathedral	2020-2023				COL		1,655,000	S106 45K Other 1,610,000	1,655,000	0	Fundamental Review
St Bartholomew's Hospital	St Bartholomew's Hospital	2019-2022				COL		401K	S106 (401)	401K	0	Approved
Breams Buildings R&E	Breams Buildings	2019-2023				COL		263K	S106 (263)	263K	0	Approved
Greening of Cheapside	Cheapside	2019-2020				COL		386K	S106 (271k) & other (115)	386K	0	Approved



CITY OF LONDON INFRASTRUCTURE DELIVERY PLAN 2020

Little Trinity Lane	Little Trinity Lane	2019-2022				COL		460K	S106 (250K) TFL (150K) S278 (60K)	460K	0	Approved
Mark Lane Phase 2	Mark Lane	2019-2022				COL		544K	S106 (544)	544K	0	Approved
St Mary At Hill Churchyard	St Mary At Hill	2019-2024				COL		617K	S106 (617K)	617K	0	Approved
Angel Court Environmental Improvements	Angel Court	2019-2020				COL		355K	S106 (355K)	355K	0	Approved
Drinking Fountains and refill points	Across the City	2019-2020				COL		131K	Other (131K)	131K	0	Approved
Guildhall Pond Area Strategy	Guildhall	NK				COL		16K	S 106	16K	0	On hold fundamental Review
Guildhall Area Strategy Greenspaces	Guildhall	NK				COL		10K	S106	10K	0	On hold Fundamental Review
Public Realm improvements	Cannon Street	2019-2021				COL		1.124m	S106 1.124m	1.124m	0	Approved

