

Local Implementation Plan Three (LIP3)

Delivery Plan
2019/20 to 2021/22



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City of Westminster

Forward

This Local Implementation Plan Delivery Plan (2019/20 to 2021/22) (LIP3) is the third submission made to Transport for London and the Mayor of London. It was approved in June 2019.

It sets out a full programme of existing schemes and projects that the City Council intends to continue delivering on its streets over the next three years and beyond. It also proposes the consultation, design and implementation of a wide range of new projects that all aim to make Westminster an even safer, healthier and inclusive borough to live, work and visit.

The City Council's Transport and Public Realm programme is focussed around the strategic aims of creating safer streets for all by improving air quality, promoting sustainable modes of travel, reducing traffic and seeking innovative solutions. All our delivery, LIP funded or otherwise, seeks to achieve these aims. These also align with the strategic transport ambitions set out in the Mayor's Transport Strategy (MTS), the Vision Zero ambition and Healthy Streets agenda as well as the objective to see a reduction in overall traffic across London.

The delivery of the City Council's transport and public realm programme is underpinned by our supporting strategies, such as the Westminster Walking Strategy and the Draft City Plan 2019 - 2040, all of which are set out in more detail in *Section 10 Long Term Plans and Programmes 2022/23 to 2041*.

Therefore, taking account of the above, this new LIP3 Delivery Plan has been aligned with seven new Objectives that will now be adhered to, as follows:

- LIP3 Objective 1 - Sustainable development for growth
- LIP3 Objective 2 - Safer roads for us all
- LIP3 Objective 3 - Better air quality for future generations
- LIP3 Objective 4 - To prioritise the network for pedestrians
- LIP3 Objective 5 - To promote better health and inclusivity
- LIP3 Objective 6 - To deliver a sustainable future network; and
- LIP3 Objective 7 - To pay for your impact principle.

The delivery of the LIP3 programme, as set out in this document, forms only part of the wider programme of delivery being implemented by the City Council, which is also being supported by further policy development. Some of these key areas of work being delivered are as follows:

The wider Capital Investment Programme

- The substantial Capital Investment Programme of other transport and public realm schemes and projects delivered by the City Council which extends beyond the three-year programme of this LIP3 Delivery Plan. These projects seek to deliver our strategic priorities of: prioritising sustainable modes of travel, traffic reduction, improved air quality and using innovative solutions. For example, projects in Strand/Aldwych and Harrow Road will seek to reduce traffic, manage delivery vehicles and taxi and private hire access more smartly and create better spaces for pedestrians and managed access for cyclists.

The Oxford Street District plans

- The City Council is creating a long term and ambitious vision for the whole of the Oxford Street District that will strengthen its world-renowned status as a great place to live, work and visit. We will deliver a programme that will improve and enhance the district as a global destination with thriving residential neighbourhoods, acknowledged as the place to do business as well as offering an unrivalled visitor experience. Twelve area wide principles have been developed which taken collectively will work together to create a great district. These include; prioritise pedestrians; make the district better for cycling, create beautiful streets and public places, improve safety and improve air quality. The full twelve principles can be found here along with more information about the Oxford Street District Project: <https://www.westminster.gov.uk/oxford-street-district> and Section 10 of this report.

A proposed borough wide 20mph limit

- In 2017 the City Council introduced 39 trial 20mph speed limits. This trial was primarily concentrated in several areas in the north and south of the borough particularly around schools as part of a drive to create a safer, healthier and more pleasant environment especially for those that walk and cycle. In early 2019 these trial areas were all made permanent and the City Council's is currently exploring further options for the expansion of 20mph limits across the borough.

The London Vision Zero ambition

- The City Council supports the Mayor's Vision Zero ambition and the goal to eliminate all Fatality and Killed and Serious Injury casualty related collisions by 2041. In support of this the Council will deliver a Road Danger Reduction Strategy in 2019/20 of which Vision Zero will be a foundation stone.

Proposed Westminster Kerbside Hierarchy

- Also in 2019, though still currently subject to formal approval, we seek to adopt a new Westminster Kerbside Hierarchy which will ensure that our streets are better managed and suited to the needs of our changing city in respect to: the call for calmed traffic; improved and safer facilities for walking, cycling and the receiving of deliveries; and above all else our streets should be better cleansed of the poor air that much road transport brings into our local communities.

An expanded Cycle network

- Section 6 of this LIP3 Delivery Plan document also sets out our growing Cycle Network Programme that will seek the implementation of many more routes and supporting facilities on our streets for the rising number of us who cycle to and from home, to work or to visit what London has to offer; and finally

A low emission Westminster

- We seek to put into practice what we have learned from the recent Marylebone Low Emission Neighbourhood (LEN) programme and the burgeoning Air Quality in Schools project which will greater inform how all transport and public realm schemes should be developed for all our futures.

So in summary we believe that this LIP3 Delivery Plan fully supports the ambitions set out by the Mayor in his MTS and the Council's own strategic policies combined, over the years to come.



Cllr Tim Mitchell
Cabinet Member for Environment and City Management



Cllr Karen Scarborough
Deputy Member for Environment and City Management

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Victoria Street Diagonal Crossings - a previous LIP2 Local Safety Scheme. Source: City of Westminster 2018

1. The new LIP3 Delivery Plan (2019/20 to 2021/22)

1.1 Background

1.1.1 A Local Implementation Plan (LIP) is a statutory document, prepared under section 145 of the Greater London Authority Act 1999 (GLA ACT 1999) which sets out how London boroughs propose to implement the Mayor's Transport Strategy (MTS) in their areas, as well as other local and sub-regionally important goals.

1.1.2 This LIP3 submission also recognises the overarching aims set out in the MTS and especially its headline target: 'For 80% of all trips in London to be made on foot, by cycle or using public transport by 2041.' It may well be possible to fully meet this target in Westminster, as already, the current rate for Westminster is 82% for the period 2014/15 to 2016/17 (source TfL 2018) and by 2041 the current projection is predicted to be 89%.

1.1.3 The:

- First City of Westminster LIP covered the period 2005/06 to 2010/11
- The second LIP (referred to as LIP1) covered the period 2011/12 to 2013/14 Please refer to: <https://www.westminster.gov.uk/westminster-local-implementation-plan>; and the subsequent
- LIP2 covered the period 2014/15 to 2016/17 - plus the two additional interim years of 2017/18 and 2018/19 Again, please refer to: <https://www.westminster.gov.uk/westminster-local-implementation-plan>;

And this new;

- LIP3 submission to TfL will cover the period 2019/20 to 2021/22.

1.1.4 Building on the above, this proposed draft LIP3 Delivery Plan report therefore sets out the new:

- **Corridors and Neighbourhoods** Programme
- **Liveable Neighbourhoods** Programme - bid for TfL support
- **Principal Carriageway Renewal and Bridges and Structures** Programme – subject to TfL funding
- **Cycle Network** Programme; and
- **Bus Priority** Programme

all coupled to a:

- Combined **Three Year Programme of Investment (2019/20 to 2021/22)**; and
- A supporting and updated **Performance Monitoring Plan**.

1.2 Consultation and statutory responsibilities

1.2.1 The GLA Act 1999 places a responsibility on boroughs when preparing a new LIP Delivery Plan programme submission to consult with the following organisations:

- The Metropolitan Police
- Transport for London (TfL)
- London Travelwatch (as London's main public transport users group)
- A range of transport, mobility and access interest groups; and
- Neighbouring London Boroughs.

1.2.2 Since its Cabinet Member formal approval in October 2018, a consultation of stakeholders and interested residents (through the Westminster Reporter publication) was conducted over the period 5 November 2018 to 11 January 2019. The response rate was low and the range of comments centred on support for the ongoing delivery of cycle projects and the range of public realm improvement schemes in the main.

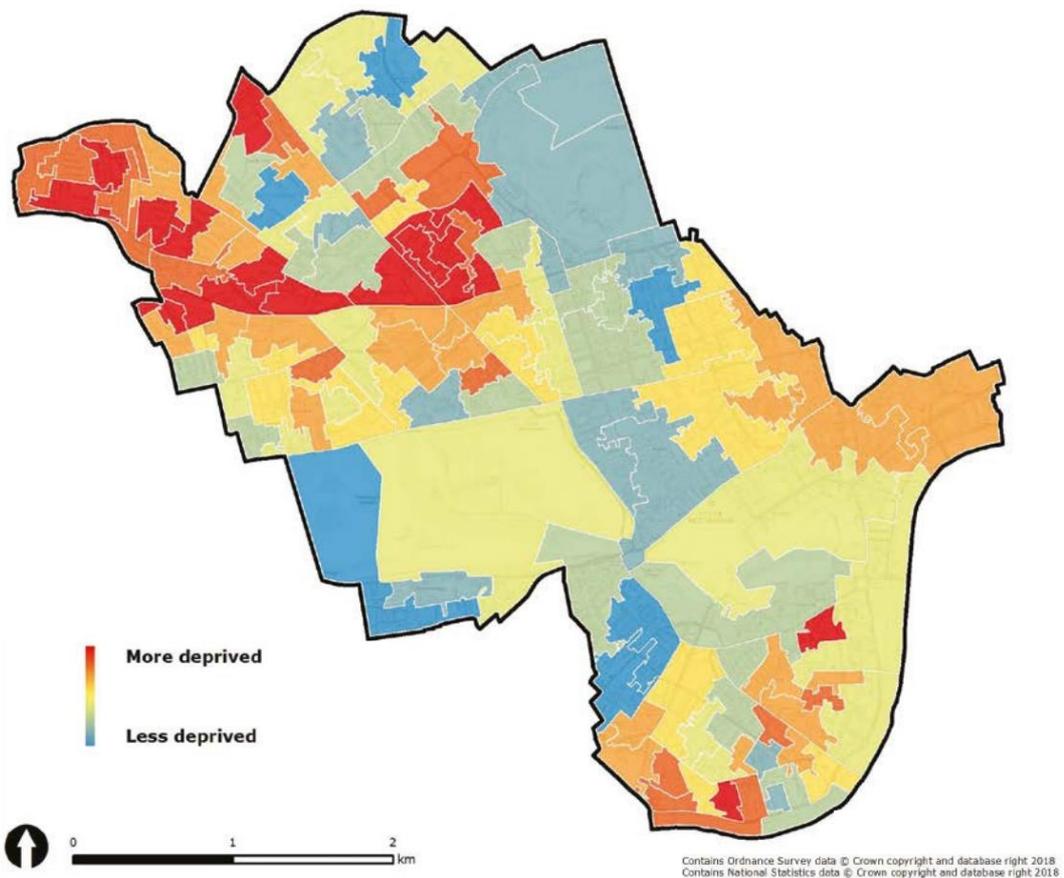
1.2.3 A Strategic Environmental Appraisal (SEA) of the draft LIP Delivery Plan document was produced and in particular this identified the need for more walking, cycling and other related projects that encourage more residents and workers to live healthier lives. These findings influenced the expansion of the *Corridors and Neighbourhoods 13 - Health and Wellbeing Strategy - Implementation* programme where an increase in investment from £20,000 to £50,000 per year has been agreed, which in turn will ensure that more 'Cycle Loan' and walking projects in Westminster's deprived Wards can be delivered upon, over the years to come.

1.3 The City of Westminster



Strand Aldwych in 2018, which is proposed to be transformed into a world class public space where pedestrian access will predominate on the Strand east side. Source: City of Westminster 2018

- 1.3.1 The City of Westminster is a truly unique borough and is at the heart of a world class city. It is home to many of London's most prestigious and famous landmarks and institutions, from the United Kingdom's Crown and Parliament, to the West End, Theatreland, national museums and galleries, broadcasters, retailers, the hospitality sector and multinational corporate headquarters. To emphasise its scale some 1.1m people 'step into' Westminster each weekday that is in addition to the 253,000 resident population which is projected to grow much by 2041.
- 1.3.2 Like other central London boroughs, Westminster comprises some very affluent areas alongside some deprived neighbourhoods. The figure below illustrates this complex mix of wealth and deprivation across the borough, which in turn has a profound impact on how and when we travel, receive deliveries etc



Indices of deprivation. Source: City of Westminster draft City Plan 2018

- 1.3.3 Westminster also contains many heritage buildings of national importance as well as 56 different conservation areas, all with their own character. Notably it is characterised by a close mix of residents and businesses, many of whom have different demands from the same transport network, as well as an estate of large green spaces which when combined with the Royal Parks' Hyde Park, Green Park, St James's Park and Regents' Park all of which draw in thousands of visitors all year round.

1.3.4 Being a significant destination for both work and leisure Westminster benefits from a very dense public transport network that comprises:

- Fast and direct access to four international airports and the Eurostar train service
- Four mainline railway termini at Charing Cross, Marylebone, Paddington and Victoria as well as being in close proximity to six other mainline train stations
- Thirty-one London Underground stations which enable direct access to all but one of the capital's 11 lines
- London, national and international bus and coach routes and termini
- River Bus services
- About 170 London Cycle Hire docking stations; and
- About 450 Legible London wayfinding signs.



Source: FM Conway 2018

1.4 Meeting future challenges - 2019/20 to 2021/22 and beyond

1.4.1 Over the past three years the transport network across central London has steadily evolved and the Westminster LIP Delivery Plan programme has played its part by contributing significant financial support towards the delivery of a range of vital projects that the Council and TfL were then committed to deliver. Such projects have included the completion of: the Piccadilly Two Way, Baker Street Two Way and Bond Street Major Schemes; the completion of the Accessible Bus Stop Programme; the completion of the Victoria Street and Buckingham Gate Diagonal Crossing; the upgrade of Car Club bays with Electric Vehicle charging points; a trial of a cycle hangar in a residential street and the continued upgrade of green man pedestrian crossings with pedestrian countdown units to name only a small number of projects the previous LIP2 Delivery Plan programme had delivered upon.

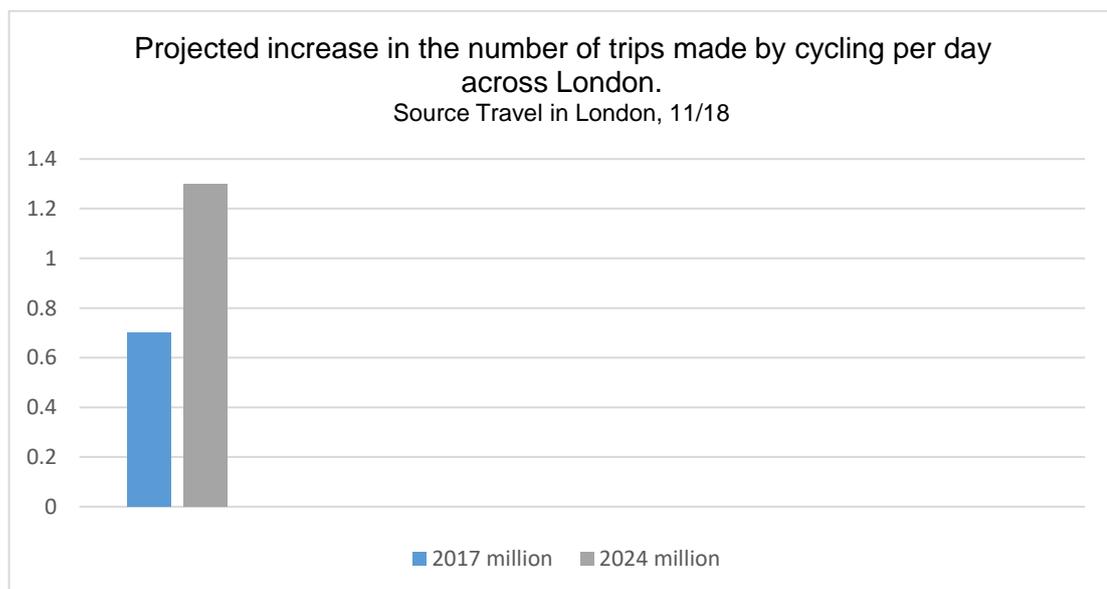
1.4.2 To contextualise the future change of Westminster’s street environment its predicted that due to a range of socio, economical and tech influences the use of some modes will greatly increase over the years to come and others will flat-line or decline in terms of daily use and support. Those that are expected to increase include:

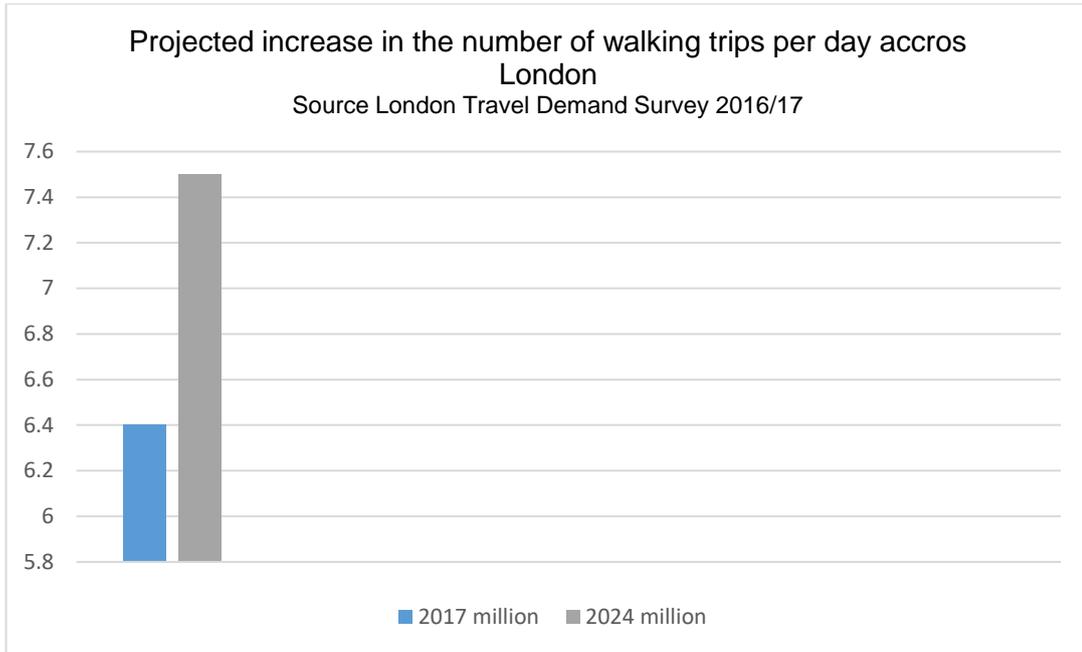
- More people walking
- More people cycling
- More people using the Underground including the future Elizabeth Line
- More people using App on call private hire cars; and
- More deliveries by light goods vehicle which in the main relates to the ‘supply chain’ vehicle of choice for ‘last mile’ goods and services orders that are purchased on-line

and those that are likely to flat-line or decline include:

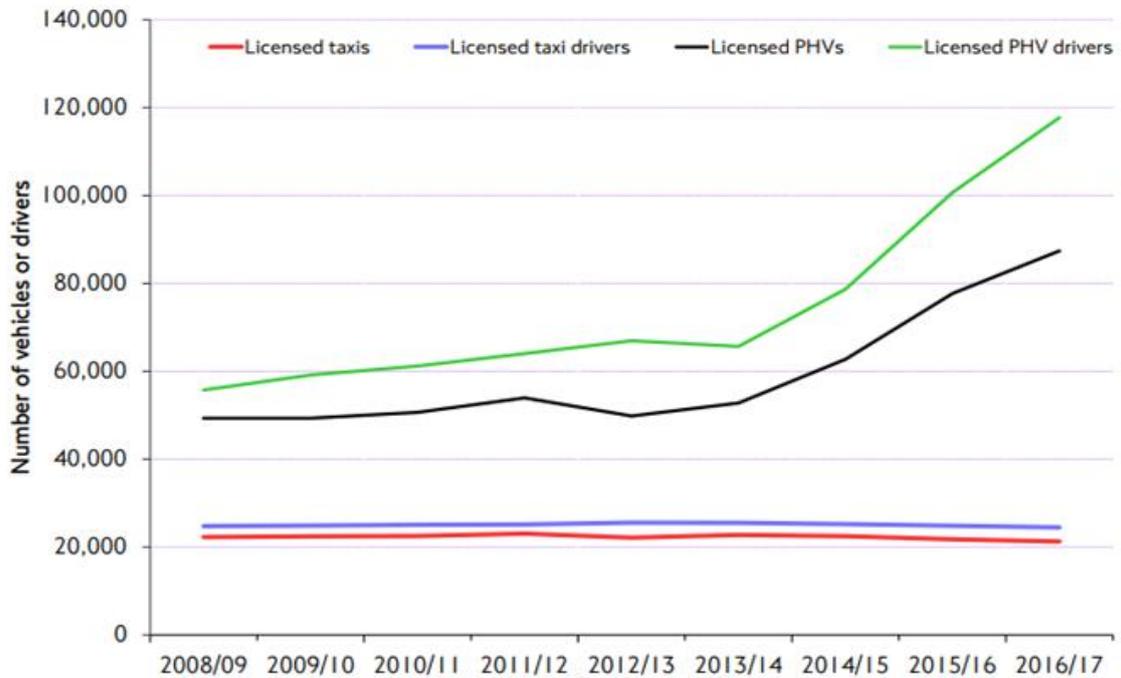
- Travel by car
- Travel by London bus
- Travel by taxi; and
- Deliveries made by heavy goods vehicle

1.4.3 To help illustrate the above the following graphs illustrate how much change has/ or will take place across London:





Past pan-London trends regarding the variation between the flat-lining of the number of licensed taxis and drivers and the equivalent increase in licensed private hire vehicles and drivers



Source: Taxi and Private Hire, TfL Surface Transport.

- 1.4.4 Moving forward, the Council's reputation for delivering what are often strategically important transportation and public realm projects on time and within budget will continue into the next three years. These will be essential to meet our growing demands for a safer, more sustainable, more environmentally aware and a more economically productive transport network.
- 1.4.5 There will be some adjustment in both scope and spend in the years to come that will take account of recent innovations in the world of transportation and policy change required by the European Union, Government and the Mayor's organisations that includes TfL. Not least in respect to the recent pressures and reductions of TfL's investment plans. Such future adjustment includes the following demands:
- European Union (EU) legislation that requires the UK to set meaningful air quality reduction targets and develop programmes that reduce exceedances from motor vehicles and the encouragement of zero/ or less polluting alternatives. Then subject to the outcome of the country's exit from the EU next year (2019) it is anticipated that the above EU legislation will be adopted by the UK Government instead
 - Government legislation which requires local Highway Authorities to ensure a more accessible transport system for the mobility impaired, where reasonable; and
 - The Mayor's legislation which essentially requires all London Boroughs to develop safe, environmentally sustainable and innovative transport delivery programmes that address the needs of a fast-changing capital city.

1.5 National, London and City of Westminster strategy – and the impact on highways and transportation

- 1.5.1 With the above headline policy requirements in mind it is essential that this new LIP3 Delivery Plan for the next three years and beyond takes full account of the following National, TfL and Mayor of London legislation change which has been published in recent years:

National legislation and strategy includes;

- *The National Planning Policy Framework (NPPF)* (March 2012) - this requires Local Highway Authorities to support the development of the built environment that encourages the use of the most sustainable transport modes possible, like walking.
- *The Cycling Delivery Plan* (October 2014) - is the Government's plan to encourage a vision where walking and cycling becomes the natural choice for shorter journeys regardless of age, gender, fitness or income.
- *The Cycling and Walking Investment Strategy* (July 2017) - is a supporting Government plan which sets out national funding up to 2040; and

- *The revised Air Quality Plan (2017)* - is the Government's plan to improve air quality by reducing nitrogen dioxide to within limits set by the EU.

The Mayor of London strategy includes:

- The current *London Plan* (March 2016) - The current London Plan is the strategic plan to guide development across the capital. A new draft London Plan is currently at an advanced stage of development.
- The *Mayor's Transport Strategy (2018) (MTS)* - This sets out the Mayor's transport vision for London up to 2041. It calls for the provision of 'Healthy Streets' that should encourage what is termed 'Active Travel' which essentially is walking and cycling. The MTS includes a policy which statutorily requires all of the London Boroughs to publish successive LIP Delivery Plans.
- *The Mayor's London Environment Strategy (2018) (LES)* aligns with statutory EU and National air quality targets and stresses the vital need for London to greatly reduce current levels of harmful emissions of which much is from motorised vehicles.
- *Vision Zero (2018)* is the new road safety ambition for all of London of which its headline ambition is to eliminate all Fatal and Killed and Injury related collisions by 2041.
- *The Pedestrian Safety Action Plan* (July 2014) - which was a daughter document to the above that clearly sets out how London Boroughs and partners should develop and implement meaningful road safety programmes and schemes.
- *Improving the health of Londoners - Transport Action Plan* (2014). This sets out the positive and negative impacts of transport on health in London. In particular it called for the now established concept of Healthy Streets in respect to how London Boroughs should develop and deliver its future transport projects and schemes; and
- *The Central London Sub-regional Transport Plan* (February 2014) - was a joint TfL, London Borough and Central London Forward initiative to guide the development of central London Borough LIPs and other major transport projects and schemes.
- *The London Vision Zero Action Plan - (July 2018)*. This sets out the Mayor's ambition to eliminate all Fatalities, Killed and Serious Injuries across the combined London highway network. Within the Action Plan are proposed commitments from stakeholders, such as the London Boroughs, as the responsible highway authorities for the vast majority of roads in London, to draw up strategies that help London reach the Vision Zero ambition. The Action Plan also sets out what is proposed for making heavy goods vehicles, London buses, cyclists etc more safer etc

- *The London Cycle Action Plan – (December 2018)*. This sets out TfL’s ambitions for growing the uptake in cycling across London whilst recognising that safety is an increasing concern that needs addressing not only with cyclists themselves but also in respect to the design of London buses and heavy goods vehicles, the training of drivers and the design of future cycle schemes planned for implementation on the street.
- *The London Walking Action Plan (2019-2040) - July 2018*. This sets out a range of complex projects that relate to how we walk around London and what existing and new projects should be developed as more and more of us take to our feet. In Westminster and across Central London the strategy stresses the need to reduce overcrowding in certain areas of high footfall by the widening of the footways and potential reduction in through traffic.

Westminster’s strategy includes:

- *Westminster City for All 2018/19* - City for All is the City Council’s annual pledge in how it seeks to deliver and improve the wide range of services it delivers. It sets out five objectives in how this will be achieved:

A city of opportunity

A city that offers excellent local services

A caring and fairer city

A healthier and greener city; and

A city that celebrates its communities.

Please refer to:

https://www.westminster.gov.uk/sites/default/files/city_for_all_booklet_2018_9.pdf

- *The Westminster City Plan (2016)* - the Council is currently rewriting its City Plan that will update its strategic planning policies for the next 20 years, which will include a substantive number of updated or new transportation and parking policies.

Please refer to:

<https://www.westminster.gov.uk/westminsters-city-plan-strategic-policies>

- *Greener City Action Plan 2015 - 2025 (June 2015)* - sets out how a more sustainable and greener city can be achieved.

Please refer to: <https://www.westminster.gov.uk/greener-city-action-plan>

- *Sustainable Modes of Travel Strategy (SMOTS)* (latest version August 2018) - sets how schools, pupils and their parents can be encouraged to choose a safer, healthier and more environmentally conscious modes of travel.

Please refer to:

https://www.westminster.gov.uk/sites/default/files/sustainable_modes_of_travel_strategy.pdf

- *Air Quality Action Plan 2013 - 2018 (April 2013)* - sets out how the Council should address the high levels of declining air quality in central London. This is currently under review in 2018/19.

Please refer to: <https://www.westminster.gov.uk/air-pollution>

- *Westminster Cycling Strategy 2014 (November 2014)* - sets out how the Council can encourage more to cycle and what projects should be supported and developed.

Please refer to: <https://www.westminster.gov.uk/cycling-strategy-0>

- *West End Partnership Vision 2030 (June 2015)* - is a key partnership document between the Council, the London Borough of Camden, TfL and a range of businesses and landowners across the West End.

Please refer to: <https://www.westminster.gov.uk/WEP-successful-first-year>

- *Joint Health and Wellbeing Strategy for Westminster 2017- 2022 (August 2017)*. This aims to assist in transforming health and care in Westminster by helping residents, and visitors to live healthier lives.

Please refer to: <https://www.westminster.gov.uk/your-health>

- *Westminster Walking Strategy 2017 - 2027 (December 2017)* sets out how the Council can improve conditions for the pedestrian and what projects should be supported.

Please refer to:

https://www.westminster.gov.uk/sites/default/files/wcc_walking_strategy_2018.pdf

- *West End Partnership Freight and Servicing Strategy (May 2018)* sets out the City Council and its West End Partnership (WEP) partners aim to go beyond the Mayor's target for reducing the extent of freight movements by the development of

joint freight consolidation schemes, projects that reduce the extent of personal deliveries and the encouragement of alternatively fuelled vehicles etc.

Please refer to:

<https://crossriverpartnership.org/media/2018/06/WEP-Freight-and-Servicing-Strategy-Final-June-2018.pdf>

1.6 The changes in the LIP3 Delivery Plan programme resultant from recent strategy change

1.6.1 Resultant from the above changes in strategy direction several influences will prevail in the years to come in how the City Council and its stakeholders design, consult and implement its range of schemes and projects on the street. These include:

- More investment will be made in pedestrian projects
- More investment will be made in cycling projects
- More investment will be made in more resident and employee Health and Wellbeing transport projects
- More investment will be made in the London Bus Network
- More consideration will be made to charge the drivers of the most polluting diesel vehicles to pay more to park in visitor parking bays; and
- More consideration will be made to implement more cycle hangars in residential parking zones.

1.7 The new seven Westminster LIP3 Delivery Plan key objectives

1.7.1 Under the original LIP1 Delivery Plan the City Council adopted seven key objectives and now in 2019, taking account of the above strategic changes in direction, it has proven necessary to revise these which are now as follows:

City of Westminster LIP Objective 1 - Sustainable development for growth

To support economic development and growth in a Sustainable Transport and Active Travel manner

To ensure the transport network supports a growing city whilst minimising the impact that motorised traffic has on such growth by directly designing in more pedestrian and cycle measures in particular. This particularly aligns with the MTS headline outcome: *New Homes and jobs headline outcome - Active, efficient and sustainable travel will be the best option in new developments*

City of Westminster LIP Objective 2 - Safer roads for us all

To transform road safety for all road users and ensure that all future road safety schemes and projects deliver upon our future 2019 Road Danger Reduction Strategy and Vision Zero ambition.

This particularly aligns with the MTS headline outcome: *Healthy Streets and Healthy People - London's Streets will be safe and secure*

City of Westminster LIP Objective 3 - Better air quality for future generations

To move forward in our plans to reduce the impact of motorised vehicles across our city

This particularly aligns with the MTS headline outcome: *Healthy Streets and Healthy People - London's streets will be clean and green*

City of Westminster LIP Objective 4 - To prioritise the network for pedestrians

Some 1.1m visitors step into Westminster each weekday so we need to ensure that all Highways and Public Realm projects prioritise the needs of the pedestrian

This particularly aligns with the MTS headline outcome: *Healthy Streets and Healthy People - London's streets will be healthy and more Londoners will travel actively*

City of Westminster LIP Objective 5 - To promote better health and inclusivity

It is vital that all of us who live, work and visit the city are supported by more healthier streets in terms of the air we breathe and there being more viable pedestrian and cycling amenity

This particularly aligns with the MTS headline outcome: *Healthy Streets and Healthy People - London's streets will be healthy and more Londoners will travel actively*

City of Westminster LIP Objective 6 - To deliver a sustainable future network

As central London grows the transport network will need to be developed in a more sustainable manner that meets the demands of the majority in terms of encouraging more use of active travel options, like walking and cycling, use of the bus, underground and national rail network and to ensure that deliveries and servicing to our homes and businesses are undertaken more 'smarter'

This particularly aligns with the MTS headline outcomes: *New Homes and Jobs - Active, efficient and sustainable travel will be the best option in new developments* and: *A Good public transport experience - The public transport network will meet the needs of a growing London*

City of Westminster LIP Objective 7 - To pay for your impact principle

As central London grows it is imperative that the City Council works with developers, land owners and other stakeholders to grow the city in a more sustainable manner where Active modes and co-ordinated delivery and servicing of buildings is delivered on the street through a greater use of developer funded Community Infrastructure Levy (CIL) contributions

This particularly aligns with the MTS headline outcome: *New Homes and jobs - Active, efficient and sustainable travel will be the best option in new developments.*

1.8 The Mayor’s Transport Strategy and the Healthy Streets agenda

1.8.1 As highlighted above the Mayor’s MTS was adopted in March 2018 and sets out his transport vision for London up to 2041 and emphasises a call that all streets should be developed as ‘Healthy Streets’.

1.8.2 The MTS is structured around:

- Three main themes; which are sub divided into
- Nine expectant transport and development outcomes;

as follows:

Mayor’s Transport Strategy nine outcomes								
Healthy Streets & healthy people				A good public transport experience			New homes & jobs	
1	2	3	4	5	6	7	8	9
London’s streets will be healthy and more Londoners will travel actively	London’s streets will be safe and secure	London’s streets will be used more efficiently and have less traffic on them	London’s streets will be clean and green	The public transport network will meet the needs of a growing London	Public transport will be safe, affordable and accessible to all	Journeys by public transport will be pleasant, fast and reliable	Active, efficient and sustainable travel will be the best option in new developments	Transport investment will unlock the delivery of new homes and jobs

Source: TfL June 2018

1.8.3 To this end the Westminster LIP3 Delivery Plan programme will seek to align to the MTS's nine outcomes as follows:

<i>MTS Outcome 1: London's streets will be healthy and more Londoners will travel actively</i>
LIP3 Delivery Plan projects include: ongoing Cycle Strategy, Walking Strategy, School Travel Plan and Health and Wellbeing Plan projects
<p><i>Planned schemes and projects over 2019/20 and beyond include:</i></p> <p><i>Corridors and Neighbourhoods 13 - Health and Wellbeing Strategy - Implementation</i> includes a tripling of the City Council's Cycle Loan scheme to £70,000 in the north Paddington and Pimlico areas where projected interest in converting to cycling is predicted to increase yet further</p> <p><i>Corridors and Neighbourhoods 9 - Air Quality Strategy projects - Implementation</i> will include a full range of Air Quality transport projects once the new Westminster Air Quality Strategy is adopted later in 2019</p> <p><i>Corridors and Neighbourhoods 12 - Traffic Signals - Implementation</i> will guarantee continued investment in the Council and TfL's conversion of all Green Man pedestrian crossings to Pedestrian Countdown standards at an estimated cost of £100,000 per year. Many locations outside of the Central area are included within this programme that assists local people to have confidence in crossing the street and to walk overall</p>
<p>MTS Outcome 1 - WCC LIP3 Objective target: To convert all Green Man pedestrian crossings across Westminster to the Pedestrian Countdown standard by 2025/56.</p>

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

LIP3 Delivery Plan projects include: ongoing Local Safety Schemes (to be renamed Road Danger Reduction Strategy schemes), Vision Zero Local Safety Schemes, School Travel Plan and Traffic Signals (Pedestrian countdown) schemes

Planned schemes and projects over 2019/20 and beyond include:

Corridors and Neighbourhoods 5 - Vision Zero local safety schemes – Development and Implementation will include a range of schemes implemented on the street following the adoption of a Westminster Road Danger Reduction Strategy later in 2019. It is proposed that some £1m of LIP investment will be committed to this programme each year and at present current proposed local safety schemes include:

- Coventry Street / Haymarket junction
- Thayer Street / George Street junction
- Carlton Vale / Randolph Avenue junction
- Lupus Street - various junctions junction
- Knightsbridge / Trevor Street/Place junctions
- Firth Street / Old Compton Street junction; and
- Greek Street / Old Compton Street junction

Which will seek to address the collision risks between pedestrians and motorised vehicles and cycles in particular, especially given the ever rising of pedestrians walking on Westminster's streets

Corridors and Neighbourhoods 10 - Cycling Strategy schemes - Implementation includes an expanded Cycle Training programme where the Council's partner Cycle Confident offers free training to any resident, worker, commuter or visitor. To ensure this successful programme evolves over the years to come the LIP3 programme has increased its investment to £51,000 per year for the Adults option and £80,000 per year for the Child option. This will greater ensure that many more residents etc have the confidence to take up cycling or cycle more often on Westminster's streets

MTS Outcome 2 - WCC LIP3 Objective target:

To ensure that the current 2019/20 expenditure amount on Child and Adult cycle training tracks future growth in the number of resident children and resident adults who live in Westminster. And that any increased funding amount is identified every three years.

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

LIP3 Delivery Plan projects include: ongoing Legible London pedestrian signs, Bus service accessibility and capacity improvement schemes, Sustainable transport education programmes, Traffic signals schemes, new Place shaping public realm development studies and freight retiming projects. Whilst Westminster can contribute to reducing traffic, the greatest change that can be achieved to deliver upon this MTS outcome is by working with TfL, which have the greatest policy levers available to make such change

Planned schemes and projects over 2019/20 and beyond include:

Corridors and Neighbourhoods 2 - Place Shaping studies - Feasibility includes the proposal to undertake some ground breaking research, consultation and development of a range of area redevelopment master plans that are better attuned to the needs of a fast changing and modern Westminster and surrounding areas. These feasibility studies will better focus on the need to encourage more to walk, cycle and to enjoy their local neighbourhoods in areas such as Harrow Road, North Paddington, Victoria etc. Restraint of through motorised traffic and the wider need to create more *Healthy Streets* will be key objectives of all such projects

Corridors and Neighbourhoods 10 - Cycling Strategy schemes includes the expanded Westminster *Dr Bike* and *Cyclestation* supported events where £75,000 per year will be invested in these regular (up to weekly in the peak) 'roadside stations' where trained mechanics and cycle advocates undertake any running repairs on any passer-by's cycle. Booked locations include: Wellington Street, Covent Garden; Wellington Gate; Hyde Park Corner; Vauxhall Bridge Road etc. This programme ensures that riders have the confidence to continue their cycling through such timely engagement with professionals on the street

MTS Outcome 3 - WCC LIP3 Objective target:

The *Dr Bike* and *Cyclestation* projects will be doubled in size by 2021/22.

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

LIP3 Delivery Plan projects include: ongoing Electric vehicle infrastructure projects and Air Quality Strategy projects

Planned schemes and projects over 2019/20 and beyond include:

Corridors and Neighbourhoods 3 - Electric Vehicle (EV) Strategy schemes - Implementation now includes a full programme as a result of the recently adopted EV Strategy in 2018. Although a long term emphasis of Council transport policies is to assist in the reduction of motorised vehicles on its streets, of those journeys that are essential by car it is imperative that every effort is made to reduce the levels of harmful emissions. So project 3 in this LIP3 programme seeks to contribute towards the implementation of a range of conventional, fast charge, lamp column and other innovative on and off-street charging equipment over the years to come. For example throughout 2019/20 and beyond, some 417 new locations for conventional chargers are being surveyed across the borough including: Craven Street; Marine Street; Randolph Avenue; Shirland Avenue; Chepstow Road etc. This Westminster LIP3 programme seeks to contribute some £600,000 over the next three years towards the EV programme of which additional funding has been secured from developer contributions, London Go Ultra Low City Scheme (GULCS), Innovate UK government funding and other sources over the years to come

MTS Outcome 4 - WCC LIP3 Objective target:

To double the number of EV charging points across Westminster by 2021/22.

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

Outcome 6: Public transport will be safe, affordable and accessible to all; and Outcome 7: Journeys by public transport will be pleasant, fast and reliable

LIP3 Delivery Plan projects include: ongoing Bus service accessibility and capacity improvement schemes and the Bus Reliability Programme. The City Council will support TfL and the National Rail Network to deliver this objective over the years to come

Planned schemes and projects over 2019/20 and beyond include:

Corridors and Neighbourhoods 6 - Bus Service Accessibility and Flow - Development and Implementation includes a range of designated bus priority schemes that are designed to improve access for buses on Westminster's congested streets and at present these are proposed to be at:

- Chepstow Road junction with Westbourne Grove
- Rudolph Road junction with Kilburn Park Road
- Maida Vale bus lane extensions, island positioning, surface and drainage condition works and a review of traffic signal timing

MTS Outcomes 5,6 and 7 - WCC LIP3 Objective target:

To implement the above three Bus Service Accessibility and Flow schemes by 2021/22.

MTS Outcome 8: *Active, efficient and sustainable travel will be the best option in new development; and*
 MTS Outcome 9: *Transport investment will unlock the delivery of new homes and jobs*

LIP3 Delivery Plan projects include: more Legible London signs being implemented on the street especially where there is new development, Place shaping area master plan studies will ensure that new development is matched with sustainable and high-quality transport infrastructure, new Electric Vehicle infrastructure will be pursued as will new freight re-timing projects and freight consolidation schemes where appropriate

Planned schemes and projects over 2019/20 and beyond include:

Again the *Corridors and Neighbourhoods 2 - Place Shaping studies - Feasibility programme* will contribute much to the redevelopment of key parts of Westminster into communities and centres where a greater emphasis will be made on walking, cycling, sustainable deliveries and cleaner air. Communities to be developed over the next years include Harrow Road and North Paddington

MTS Outcomes 8 and 9 - WCC LIP3 Objective target:
 To Complete the Harrow Road Place Shaping study and master plan by 2021/22.

1.9 Healthy Streets

1.9.1 Healthy Streets is the latest thinking from TfL and the Mayor for all stakeholders to work towards achieving an improved experience of using London’s transport network given that some 80% of Londoner’s journeys to work, education, leisure etc are all undertaken at street level on foot, by bike or by public transport rather than within a car, taxi etc. As even Tube and Rail journeys rely upon good street level access outside of all stations.



Source: TfL 2017

- 1.9.2 Therefore over the next three years the Westminster LIP3 Delivery Plan seeks to take regard of all the above ten indicators of the Mayor's Healthy Streets principle.

1.10 Westminster Traffic Reduction Target 2019 to 2031/41

- 1.10.1 The City Council supports the concept of traffic reduction and will aim to reduce this, through the introduction of specific Place Shaping schemes, wherever possible. However, notwithstanding the underlying trend of reducing car ownership in central London, achieving traffic reduction in Westminster is complex and challenging. As demand is still increasing from Private Hire Vehicles, delivery vehicles and there is an increasing number of pedestrians who require more space. So to achieve any significant impact, in traffic reduction, a joint approach with TfL is required as TfL holds the necessary policy triggers eg the Congestion Charging scheme and Taxi and Private Hire Licensing powers, which can have a significant impact on the amount of traffic entering the borough. The City Council would therefore support wider discussions with TfL on possible methods for reducing traffic entering central London.
- 1.10.2 Taking account of the above the City Council will continue to design and implement a wide range of transport and public realm schemes and projects that will make up its future and substantial Capital Investment Plan, that will include a number of projects and schemes supported through this LIP3 Delivery Plan. The Council will also ensure that appropriate traffic reductions in motorised traffic levels are realised in key Place Shaping development plan areas, which will include the West End area, the Strand/Aldwych scheme area and the Harrow Road programme area, in particular.
- 1.10.3 These are where the City Council believes that there will be increased pedestrian and cyclist penetration into areas of public realm transformation and where corresponding access for delivery vehicles, taxis and private hire vehicles in particular will be managed smarter, as a means to ensure that these 'people places' are not suppressed by the detrimental traffic congestion and poorer air quality impacts of unrestrained motorised vehicles. With this approach in mind and the steady and ongoing reduction in the number of residents who own or have access to a private car, the City Council supports a Westminster Traffic Reduction Target for the period 2019 to 2031/41 that the percentage of Westminster resident trips by foot, cycle or by public transport should rise from 82% in 2014/15 to 85% by 2021/22 and then to 89% by 2041 (based on data supplied/ and to be supplied by TfL over this time period).

1.11 The LIP3 Delivery Plan 2019/20 to 2021/22 - the programme

1.11.1 Taking account of all of the above the LIP3 Delivery Plan 2019/20 to 2021/22 will deliver on the following seven programmes:

- The Corridors and Neighbourhoods Programme (2019/20 to 2021/22)
- The Liveable Neighbourhoods Programme (2019/20 to 2021/2)
- The Principal Carriageway Renewal and Bridges and Structures Programme (2019/20 to 2022)
- The Cycle Network Programme (2019/20 to 2021/2)
- The Bus Priority Programme (2019/20 to 2021/22)
- Combined Three Year Programme of Investment (2019/20 to 2021/22)
- Performance Monitoring Plan (2019/20 to 2021/22)

1.11.2 Then after 2022 more transport and public realm projects and schemes will follow, please refer to Section 10 of this document for more information.

2. LIP3 2019/20 to 2021/22 - Anticipated funds

2.1 Known TfL funding and other funding sources

2.1.1 The table below summarises the expectant funding to be received from TfL for the LIP3 Delivery Plan programme for the year 2019/20 only:

City of Westminster LIP3 Delivery Plan		
Summary of expectant funding from TfL for 2019/20		
Programme	Expectant TfL funding	Comments
Corridors and Neighbourhoods	£3,133,000	Which includes £100,000 of <i>Local Transport Fund</i> (LTF) allocation from TfL
Liveable Neighbourhoods	£0 in 2019/20	TfL advise that this bid was unsuccessful for the 2019/20 year. Consideration of any future bids will be undertaken during 2019/20
Principle Carriageway Renewal and Bridges and Structures	£0	No funding available for 2019/20
Cycle Schemes	T/bc	Discussions with TfL are ongoing in March 2019 onwards
Bus Reliability	£200,000	Indicative allocation for 2019/20
Total	£3,333,000	Of current confirmed TfL grant. November 2018

T/bc = To be confirmed

2.1.2 Due to the uncertainty of future TfL funding plans beyond 2019/20, estimated funding received for the two years thereafter are not presented in this document.

2.1.3 The table below sets out the estimated funds for known Capital investment in City of Westminster proposed transport and public realm schemes and projects over the next three years 2019/20 to 2021/22, that are external to the above TfL grant funded programme. A range of other projects and services are funded through the Council's Revenue accounts and in respect to transport and public realm projects this includes support for the London Freedom Pass and Taxi card schemes, Social services needs etc.

External Potential funding for LIP3 programme delivery				
2019/20 to 2021/22				
Funding source	2019/20	2020/21	2021/22	Total
	£000's	£000's	£000's	£000's
TfL/GLA funding				
(Outside of the LIP3 programme)				
Strategic funding #	T/bc	T/bc	T/bc	T/bc
GLA funding #	T/bc	T/bc	T/bc	T/bc
Sub-total	T/bc	T/bc	T/bc	T/bc
Borough funding				
Capital funding	20,606	12,264	13,477	46,347
Revenue funding	8,347	T/bc	T/bc	T/bc
Parking revenue	89,657	T/bc	T/bc	T/bc
Workplace parking levy	N/a	N/a	N/a	N/a
Sub-total	118,610	T/bc	T/bc	T/bc
Other sources of funding				
S106	39,291	16,000	9,000	Tbc
CIL	2,000	T/bc	T/bc	T/bc
European funding	N/a	N/a	N/a	N/a
Sub-total	41,291	T/bc	T/bc	T/bc
Total	159,901	T/bc	T/bc	T/bc

Potential additional Capital funding from the GLA or TfL over the next three years may arise for 2019/20+ but as at March 2019 this is not known, eg for Parliament Square etc

T/bc = To be confirmed

N/a = Not applicable

2.2 Known additional transport and public realm Capital investment planned in the City of Westminster

2.2.1 Whilst this LIP3 programme document only seeks to confirm the City Council's transport and public realm investment programme over the next three years, it would be useful to outline what interlinked, ongoing or future transformation projects are planned across Central London's wider transportation network over the period of the current Mayor's Transport Strategy (MTS) up to 2041.

Project	Approximate construction date	Probable funding partners	Comments
Paddington Station, Bond Street and Tottenham Court Road surface access upgrade/ Elizabeth Line opening (ex Crossrail)	Subject to Review	Network Rail, TfL and other stakeholders	Will greatly improve pedestrian, bus and Underground interchanging passengers especially
Strand/Aldwych proposed pedestrianisation, public space and traffic management scheme	Public Consultation stage	Land owners, TfL and other stakeholders	If developed towards approval this scheme would transform the south Strand area into a public open space
Oxford Street District	Proposed 2019 -2022	Land owners and other stakeholders	Proposed programme to be approved in late 2018/19
Victoria Station surface level transport access improvements	To be phased over the next five years plus	Network Rail, TfL and other stakeholders	
Crossrail 2	Subject to Government and TfL consideration	Subject to Government and TfL consideration	
Ultra Low Emission Zone (ULEZ) expansion. Stages 1 and 2	Stage 1 within the existing Inner Congestion Charging Zone April 2019 and Stage 2 is proposed for October 2021	TfL	
Anticipated upgrade to London Underground lines – especially the Piccadilly and Central Lines	T/ba	T/ba	Access improvements are likely at Hyde Park Corner, Oxford Circus and Marble Arch stations

T/ba = To be advised

2.2.2 In addition to the above it is advised that the City Council will continue to work with TfL and other stakeholders in the development of new public realm schemes associated with the Elizabeth Line right up to 2021 potentially around Tottenham Court Road, Bond Street and Paddington stations.

2.2.3 The City Council would also be seeking to work with TfL on any future review of the Inner Ring Road that has a particular impact on the movement of traffic, pedestrians and goods in and around the Victoria gyratory area.

2.3 Risk Assessment of delivering the Westminster LIP3 Delivery Plan programme 2019/20 to 2021/22

2.3.1 There will always be risk associated with the development and ultimate delivery of such complex programmes. So to help mitigate against this concern the Risk Assessment table below sets out known influences.

LIP3 - Risk Assessment for three-year programme 2019/20-2021/22					
Risk	Likelihood			Potential mitigation measures	Impact if not mitigated
	H	M	L		
Financial					
Reduction in TfL grant across the five Programmes of the LIP3	X			A reduction or postponing in the number of LIP3 supporting schemes and projects	Delay or cancellation in the implementation of various pedestrian, cycling, road safety etc schemes
Statutory / Legal					
None as at March 2019			X	N/a	N/a
Third Party					
Typical third party risks in delivering schemes include the confirmation of TfL traffic signal 'slots', required works by UK Power Networks, Developer schemes completion etc		X		Forward project planning and full risk assessment stages being managed at every project milestone	Delay or redesign of proposed schemes and measures
Public / Political					
Potential policy change in London		X		Amendment to LIP3 Delivery Plan's supporting schemes and projects	Political objection to supporting schemes and projects proposed
Programme and Delivery					
None as at March 2019			X	N/a	N/a

3.0 The Corridors and Neighbourhoods programme (2019/20 to 2021/22)

The four LIP3 key areas of change

3.1.1 Taking account of the nine Mayor's Transport Plan (MTS) outcomes set out in Section 1 (please refer to paragraph 1.7.3 in Section 1) and the key transport objectives of the recent and most relevant City Council policy documents (please refer to Section 1.5 the four key areas of change during this transitional period from the LIP2 to LIP3 Delivery Plan programmes are as follows:

<p>1. Increased investment in projects that enable an improved Health and Wellbeing for all who live, work and visit the city</p>
<p>Which draw from the following Westminster Policies:</p> <p>The Westminster City Plan (November 2016); then</p> <p><i>Westminster Cycling Strategy 2014 (November 2014)</i> <i>Greener City Action Plan 2015 - 2025 (June 2015)</i> <i>The Joint Westminster Health and Wellbeing Strategy (August 2017)</i> <i>Westminster Walking Strategy 2017 - 2027 (December 2017)</i> <i>Sustainable Modes of Travel Strategy (SMOTS) (August 2018)</i> <i>Air Quality Action Plan 2013 - 2018 (April 2013 being redrafted 2018/19)</i></p>
<p>To be delivered by the following LIP3 Delivery Plan Corridors and Neighbourhoods (C&N) projects:</p> <p>The Corridors and Neighbourhoods Programme (2019/20 to 2021/22)</p> <p>C&N 1 - Legible London pedestrian signs C&N 2 - Place Shaping studies C&N 3 - Electric Vehicle (EV) strategy schemes C&N 4 - Road Danger Reduction strategy schemes C&N 5 - Vulnerable Local Safety Schemes C&N 6 - Bus Service Accessibility and Flow C&N 7 - School Travel Plans C&N 8 - Transport Education C&N 9 - Air Quality strategy schemes C&N 10 - Cycling Strategy schemes C&N 11 - Walking Strategy schemes C&N 12 - Traffic Signals schemes C&N 13 - Health and Wellbeing strategy schemes C&N 14 - School Road Safety and Air Quality schemes C&N 15 - Freight re-timing schemes</p> <p>As well as:</p> <p>The Liveable Neighbourhoods Programme (2019/20 to 2021/2) Harrow Road improvement The Cycle Network Programme (2019/20 to 2021/2) The Bus Priority Programme (2019/20 to 2021/22)</p>

2. Increased investment in projects that improve Air Quality again for all who live, work and visit the city

Which draw from the following Westminster Policies:

The Westminster City Plan (November 2016); then

Westminster Cycling Strategy 2014 (November 2014)

Greener City Action Plan 2015 - 2025 (June 2015)

The Joint Westminster Health and Wellbeing Strategy (August 2016)

Westminster Walking Strategy 2017 - 2027 (December 2017)

Sustainable Modes of Travel Strategy (SMOTS) (August 2018)

Air Quality Action Plan 2013 - 2018 (April 2013 being redrafted 2018/19)

West End Partnership Freight and Servicing Strategy (May 2018)

To be delivered by the following LIP3 Delivery Plan Corridors and Neighbourhoods (C&N) projects:

The Corridors and Neighbourhoods Programme (2019/20 to 2021/22)

C&N 1 - Legible London pedestrian signs

C&N 2 - Place Shaping studies

C&N 3 - Electric Vehicle (EV) strategy schemes

C&N 6 - Bus Service Accessibility and Flow

C&N 7 - School Travel Plans

C&N 8 - Transport Education

C&N 9 - Air Quality strategy schemes

C&N 10 - Cycling Strategy schemes

C&N 11 - Walking Strategy schemes

C&N 13 - Health and Wellbeing strategy schemes

C&N 14 - School Road Safety and Air Quality schemes

C&N 15 - Freight re-timing schemes

As well as:

The Liveable Neighbourhoods Programme (2019/20 to 2021/2)

Harrow Road improvement

The Cycle Network Programme (2019/20 to 2021/2)

The Bus Priority Programme (2019/20 to 2021/22)

<p>3. Increased investment in projects that Reduce Road Danger again for those who live, work and visit the city. With an emphasis on those who are most vulnerable ie pedestrians, cyclists and powered two wheelers</p>
<p>Which draw from the following Westminster Policies:</p> <p><i>The Westminster City Plan (November 2016); then</i></p> <p><i>Westminster Cycling Strategy 2014 (November 2014)</i> <i>The Westminster Health and Wellbeing Strategy (November 2016)</i> <i>Sustainable Modes of Travel Strategy (SMOTS) (August 2017)</i> <i>Westminster Walking Strategy 2017 - 2027 (December 2017)</i> <i>Air Quality Action Plan 2013 - 2018 (April 2013 being redrafted 2018/19)</i></p>
<p>To be delivered by the following LIP3 Delivery Plan Corridors and Neighbourhoods (C&N) projects:</p> <p>The Corridors and Neighbourhoods Programme (2019/20 to 2021/22)</p> <p>C&N 1 - Legible London pedestrian signs C&N 2 - Place Shaping studies C&N 4 - Road Danger Reduction strategy schemes C&N 5 - Vulnerable Local Safety Schemes C&N 6 - Bus Service Accessibility and Flow C&N 7 - School Travel Plans C&N 8 - Transport Education C&N 10 - Cycling Strategy schemes C&N 11 - Walking Strategy schemes C&N 12 - Traffic Signals schemes C&N 13 - Health and Wellbeing strategy schemes C&N 14 - School Road Safety and Air Quality schemes C&N 15 - Freight re-timing schemes</p> <p>As well as:</p> <p>The Liveable Neighbourhoods Programme (2019/20 to 2021/2) Harrow Road improvement The Cycle Network Programme (2019/20 to 2021/2) The Bus Priority Programme (2019/20 to 2021/22)</p>

<p>4. A reduction of contributions towards future LIP3 Place Shaping studies (which were Civic Streets Programme and Corridors and Neighbourhoods programme schemes in the outgoing LIP2 Delivery Plan programme)</p>
<p>The City Council adopted its Community Infrastructure Levy (CIL) process in May 2016 and agreed the principles for a governing and allocating of its 'Strategic' and 'Neighbourhood' CIL and developer S106 contributions. Thus in the new LIP3 Delivery Plan this will result in reduced contributions towards:</p>
<p>C&N 2 - Place Shaping studies</p>

3.1.2 So taking account of these four major influences the proposed new 2019/20 to 2021/22 LIP3 Corridors and Neighbourhoods Programme for the first 2019/20 year is as follows:

LIP3 Delivery Plan Proposed Corridors and Neighbourhoods Programme	2019/20 £s	The main changes in comparison the outgoing LIP2 Delivery Plan programme for 2018/19 and before
C&N 1 Legible London pedestrian signs Implementation	50,000	Increased due to commitment stressed in the Westminster Walking Strategy (December 2017)
C&N 2 Place Shaping studies Feasibility	250,000	LIP programme allocation to these public realm projects has been reduced due to a review of how they should be delivered. In future the LIP programme will only fund Feasibility stage work and the City Council's Community Infrastructure Levy (CIL) will fund ongoing Design and Implementation stage work. Projects currently identified for funding include: Victoria Place Plan, Thames Path Place Plan, Paddington Place Plan, a North Paddington and a Harrow Road Place Plan
C&N 3 EV Strategy schemes Implementation	200,000	Increased due to anticipated commitment stressed in the forthcoming Westminster Electric Vehicle (EV) Strategy (2018/19)
C&N 4 Road Danger Reduction Strategy schemes Development and Implementation	400,000	This builds upon the City Council's previous Vulnerable Road Safety schemes programme and will seek to Design and Implement a range of proposed schemes resultant from the forthcoming 2019 Road Danger Reduction Strategy
C&N 5 Vision Zero local safety schemes Development and Implementation	773,000	Increased to take account of the City Council's support for the principle of the Mayor's Vision Zero initiative which is to eliminate all Fatal and Killed and Seriously Injury casualty related accidents
C&N 6 Bus service accessibility and flow Development and Implementation	200,000	This is now a combination of the old LIP2 2018/19 DDA Bus Stop Accessibility and Local Bus Challenge projects combined
C&N 7 School Travel Plans Development	50,000	Increased due to LIP2's strong start in delivering schemes outside of schools and the anticipated commitment stressed in the forthcoming Westminster Road Danger Reduction Strategy (2019/20)
C&N 8 Transport Education Implementation	20,000	Retained due to anticipated commitment stressed in the forthcoming Westminster Road Danger Reduction Strategy (2019/20)

C&N 9 Air Quality Strategy projects Implementation	200,000	Increased due to anticipated commitment stressed in the forthcoming Westminster Air Quality Strategy (2018/19)
C&N 10 Cycling Strategy schemes Implementation	320,000	Retained due to existing commitment to the Westminster Cycling Strategy (November 2014)
C&N 11 Walking Strategy schemes Implementation	320,000	Increased due to commitment stressed in the Westminster Walking Strategy (December 2017)
C&N 12 Traffic Signals Implementation	100,000	Increased due to commitment stressed in the Westminster Walking Strategy (December 2017) and anticipated Westminster Road Danger Reduction Strategy (2019/20)
C&N 13 Health and Wellbeing Strategy Implementation	50,000	Increased due to adoption of WCC Health and Wellbeing Strategy (August 2017)
C&N 14 School Road Safety and Air Quality schemes Implementation	50,000	Retained due to anticipated commitment stressed in the forthcoming Westminster Road Danger Reduction Strategy (2019/20) and the forthcoming Westminster Air Quality Strategy (2018/19)
C&N 15 Freight servicing, deliveries and re-timing schemes Implementation	50,000	Introduced due to the need to better manage the kerbside for deliveries and servicing needs
C&N 16 Local Transport Fund Development and Implementation	100,000	Retained due to existing commitments in the delivery and monitoring of the LIP Delivery Plan programme and the trialling of any future innovative projects
Total	£3,133,000	Allocation from TfL for 2019/20

Please note: The above project allocations are subject to continual review until 1 April 2019 as TfL evaluates its associated Business Plan and linked expenditure plans over that time. This uncertainty will also influence allocations to the other two years of this three year programme for 2020/21 and 2021/22.

3.1.3 The next pages of Section 3 below:

- Describe the above 16 key projects and schemes in more detail
- That will be developed and implemented in the first year 2019/20; together with
- Indicative allocations and outline plans for the subsequent 2020/21 to 2021/22 years.

C&N 1 - Legible London pedestrian signs - Implementation

2019/20 - Allocation of £50,000
2020/21 - Indicative allocation of £50,000
2021/22 - Indicative allocation of £50,000

Through the LIP2 2015/16 to 2018/19 Programme an approximate investment of £430,000 was made into the *Legible London programme*. This was complemented by additional contributions obtained from the City Council's own Capital programme and developer funded schemes.

The Westminster Walking Strategy 2017 - 2027 (November 2017) commits the City Council to further grow the Legible London pedestrian signs network across the borough so for the LIP3 2019/20 to 2021/22 programme it is proposed that £50,000 per year will be invested into the implementation of new signs especially across Victoria and Paddington as well as the updating and/or replacement of existing ones.

C&N 2 - Place Shaping studies - Feasibility

2019/20 - Allocation of £250,000
2020/21 - Indicative allocation of £250,000
2021/22 - Indicative allocation of £250,000

Through the outgoing LIP2 Programme 2015/16 to 2018/19 Programme an approximate investment of £7.9m was made into the following sub programmes:

- *Civic Streets - Development*
- *Corridors and Neighbourhoods - Development and Implementation*
- *Transport and Streets (small scale) - Development and Implementation*

This commitment from the LIP2 was complemented by additional funding obtained from the City Council's Capital Programme and Section 106 developer funds etc which all contributed to a wide range of schemes that included:

- Newport Place, Chinatown - Feasibility. This scheme contributed to a much improved pedestrian environment for the high footfall in this area
- Strand/Aldwych Feasibility - Contributions from the LIP2 programme enabled the City Council and the Northbank BID to commence their investigation into this now growing scheme proposal
- Cambridge Circus - Contributions from the LIP enabled the City Council to undertake Feasibility, Design and Implementation work of this now completed scheme.

For the 2019/20 to 2021/22 LIP3 Delivery Plan the emphasis will shift from the outgoing Civic Streets etc Programme to a Place Shaping approach. This will consist of the commissioning of Feasibility Studies only with any ongoing Design and Implementation costs being fully met by future CIL or S106 contributions. Examples of projects planned for the LIP3 Delivery Plan programme are Maida Hill, Strand/Aldwych and The Thames Path. In all cases there will be strong involvement and engagement with local stakeholders, developers, land owners etc.

C&N 3 - EV Strategy schemes - Implementation

2019/20 - Allocation of £200,000

2020/21 - Indicative allocation of £200,000

2021/22 - Indicative allocation of £300,000

Although a long standing emphasis of the ongoing Westminster LIP Delivery Plan programme has been to improve access and safety for alternatives to the private car especially by walking, cycling and using the bus there remains a need for residents, albeit an increasingly reducing need, to encourage residents and visitors who still drive to exchange their petrol and diesel cars for zero emission Electric Vehicle (EV) or EV/Petrol hybrid alternatives. Additionally there are a significant number of commercial vehicles that service Central London's needs and the City Council is committed to supporting a move towards EV power for this substantial and varied sector too.

To this end and since as long ago as 2004 the City Council has consistently developed an on-street offer to the then fledgling EV driver through the implementation of early EV charging points on the street at select locations of existing demand. Since these early days the EV market in London, and to a lesser extent across the UK, has grown and developed into a complex mix of independent suppliers, charging point designs and payment options. At the same time the direction of TfL and interested London Boroughs in respect to EV on-street infrastructure has taken many turns of late.

Despite the above, in recent years the scope of the City Council to reach out to the EV driver has widened and the outgoing LIP2 programme had enabled the successful implementation of 25 new charge points across the City serving 44 dedicated Westminster Car Club bays where its partner Zipcar have introduced a fleet of EV Volkswagen Golfs for use across central London and beyond.

Furthermore, Westminster has recently started to introduce flexible car sharing into the City with a staggered introduction across the summer. This will double the number of Car Club vehicles available to residents and business which in turn should further reduce their reliance on individual private vehicles. Through the procurement of this service a target was set to ensure that as a minimum 25% of the fleets would be Ultra Low Emission Vehicles to ensure the City Council's continued ambition towards operating a cleaner fleet.



Sources: Zipcar and DriveNow 2018

Another innovative development achieved through the LIP2 programme and the proposed future LIP3 funded *EV Strategy Schemes - Implementation* programme has been to equip 62 existing lamp columns with EV charger sockets. This development has the scope to enable a much faster deployment of new EV points across Westminster alongside the implementation of further conventional stand alone EV points on the street.

In time and before the new LIP3 delivery programme commences a new Westminster EV strategy is being drafted. When published later this year a new, uplifted and intentionally more future proofed delivery programme will be adopted which will potentially draw upon £300,000 of LIP3 funding per year complemented by other sources such as from Developer paid, Mayor of London, TfL and National Government granted contributions. This includes the Government Go Ultra Low Cities Scheme (GULCS) funding for residents charging infrastructure that will enable the City Council to significantly expand upon the lamp column charging option for residents in the City as well as allowing the City Council to introduce rapid chargers both alongside Taxi Rest Ranks and at bays for public use.

The City Council will also be seeking to work with TfL Taxi and Private Hire and London Buses colleagues, commercial freight and logistics operators and drivers of light goods vans etc to see how on or off-street Fast Charge point solutions can be found.

C&N 4 - Road Danger Reduction Strategy schemes - Development and Implementation

2019/20 - Allocation of £400,000

2020/21 - Indicative allocation of £500,000

2021/22 - Indicative allocation of £500,000

The reality regarding the high levels of casualty related accidents across Westminster is complex, often contradictory to most other parts of London and indeed the rest of the country. As a result it is often misunderstood by several stakeholder groups who attribute such high levels of casualties to proposed limited attention of the Police, TfL and the City Council.

This complex situation is strongly influenced by the extraordinary and ever growing pressures that prevail on the Westminster Highway Network, the interconnecting strategic Transport for London Road Network (TLRN), The Royal Parks Road Network and private land. Such growing pressures can be summarised as follows:

- A substantial and unrelenting influx of up to 1.1m visitors stepping into Westminster each day by Foot, Cycle, Car, London Bus, Express Coach, Tour Coach, Underground, Overground, National Rail, Taxi, Private Hire Vehicle, Riverbus etc. All of which greatly eclipses the pressure on any other London Borough or national central business district
- Substantial rises in those who are described as Vulnerable Road Users namely Pedestrians, Cyclists and to a much lesser extent the riders of Motorbikes and Scooters
- The rise in some 'disruptive technology' influenced transport solutions where there are short distance and kerbside 'multi-drop' 'gig economy' enthused modes. This is a concern because many cannot be regulated or controlled on the street and thus can be the cause of increased congestion, riding on pedestrian footways etc and include App enabled on-demand responsive Private Hire Vehicles, Light Goods Vehicles that service the rising On-line door to door deliveries sector and the rejuvenated Fast food Cycle and Scooter couriers

- A substantial number of the disruptive and unregulated Pedicab trade where riders often park their vehicles across the footway accesses to key tourist destinations where footfall is already at high levels
- The substantial number of incoming tourists and business visitors from overseas countries who are not immediately familiar with approaching traffic that is driven on the left side of the road as well as the increasing number of pedestrians viewing and texting etc on smart phones whilst crossing roads without properly sighting approaching traffic; and
- The fact that many of the streets in the West End at night are busier at night and during the earlier hours of the morning than they are in the morning and inter-peak periods.

Taking the above concerns into account this is why back in 2014/15 the now outgoing LIP2 Programme considerably increased its investment in the implementation of more *Local Safety Schemes – Development and Implementation* than ever before, which included:

- The completion of the Victoria Street/ Buckingham Gate Diagonal Crossing scheme where there is a high level of daytime footfall combined with a heavy through traffic flow
- The completion of the Millbank raised zebra crossing which encourages reduced speeds through a location with high footfall
- Introduction of pedestrian Green man facilities at the junction with Maida Vale and Carlton Avenue
- Introduction of pedestrian Green man facilities at the junction with Elgin Avenue and Shirland Road; and
- Junction improvements to the Warwick Avenue junction with Clifton Gardens, realigning of the zebra crossing and other modifications to improve visibility.

In respect to the above the forthcoming Westminster Road Danger Reduction Strategy (2019/20) will focus on the following three main influences:

- Westminster's historic and projected casualty related accident trends
- The above new or growing 21st Century influences on a rapidly changing Central London streetscape; and
- What the Mayor and TfL will require from partner London Boroughs to deliver following the publication of the new London Road Safety Action Plan.



Trial of 'Icelandic' 3d design zebra crossing, St John's Wood High Street. Source: FM Conway 2019

Case Study 1 : TfL's Vision Zero



In July 2018 the Mayor of London, TfL and the Police launched London's first 'Vision Zero' Action Plan. Its far reaching mission statement was 'Together we can eradicate deaths and serious injuries from our roads and make London a safer, healthier and greener place.'

In support of the above TfL reported that 'Major cities around the world are taking a stand to end the toll of deaths and injury seen on their roads and transport networks by committing to Vision Zero. London is at the forefront of this approach and the MTS sets out the goal that, by 2041, all deaths and serious injuries will be eliminated from London's transport network.' TfL then went on to stress that 'It is neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling in London. When we leave our homes each day, we should feel safe and confident about the journey ahead.'

While the Vision Zero strategy has been set by The Mayor, TfL and the Police, the responsibility of its success is shared by all, including those who have a role in designing, building, operating and managing our transport network as well as everyone that uses it.'

So in summary TfL's *Vision Zero Action Plan* pledged five key objectives:

Safe speeds: Encouraging speeds appropriate to the streets of a busy and populated city through the widespread introduction of new lower speed limits

Safe streets: Designing an environment that is forgiving of mistakes by transforming junctions, which see the majority of collisions, and ensuring safety is at the forefront of all design schemes

Safe vehicles: Reducing risk posed by the most dangerous vehicles by introducing a world-leading Bus Safety Standard across London's entire bus fleet and a new 'Direct Vision Standard' for Heavy Goods Vehicles

Safe behaviours: Reducing the likelihood of road users making mistakes or behaving in a way that is risky for themselves and other people through targeted enforcement, marketing campaigns, education programmes and safety training for cyclists, motorcycle and moped riders

Post-collision response: Developing systematic information sharing and learning, along with improving justice and care for the victims of traffic incidents

The City Council supports the principle of the Vision Zero for London ambition and this goal will be a foundation stone of the forthcoming Westminster Road Danger Reduction Strategy in 2019/20 that will take full account of the above five objectives that in turn will include a full review of how its LIP3 local safety schemes, road safety education and 20mph Limit programmes are developed in partnership with the Police, TfL, transport operators, local communities, Business Improvement Districts (BIDS) etc

So taking account of all of the above it is the intention that the future LIP3 Programme should allocate some £500,000 per year towards the Development and Implementation of yet more Local Safety Schemes across the borough where there is evidenced casualty related accident history or where there is a call from local communities to make their areas safer, eg the trialled 'Virtual Zebra crossing' on St George's Drive in Pimlico.

As a first step of the forthcoming Westminster Road Danger Reduction strategy the City Council will review its current trial of some 39 20mph Limits that were implemented in September 2017. This review will determine how this well supported scheme can be expanded across the borough in partnership with TfL, the Police, local residents' associations, community groups and other future stakeholders.



Source: City of Westminster 2018

C&N 5 - Vision Zero Local Safety schemes - Development and Implementation

2019/20 - Allocation of £773,000

2020/21 - Indicative allocation of £1,000,000

2021/22 - Indicative allocation of £1,000,000

Through the LIP2 2015/16 to 2018/19 Programme some £2.08m was invested in the delivery of vital Vulnerable Local Safety Schemes across the borough. The word vulnerable relates to those sections of the network where there are higher incidents of casualty related accidents that include Pedestrians, Cyclists and to a much lesser extent Powered Two Wheelers, ie those who ride a motorbike, scooter etc.

And for the new LIP3 programme, as with C&N 4 above, the schemes recommended for the new *C&N 5 Vision Zero Local Safety Schemes* will be drawn down from the forthcoming 2019/20 Westminster Road Danger Reduction Strategy. For more about the Vision Zero ambition for London please refer to Case Study 1 above. This will comprehensively analyse all recorded Fatal and Killed and Seriously injury casualties across the borough, concerns raised by residents, schools and other educational establishments, Residents' Associations, Business Improvement Districts, Land Owners, TfL and all other transport interest groups.

But onward progress in the implementation of vital C&N 5 schemes cannot wait until the publication of a future Road Danger Reduction Strategy next year, so in the meantime the following LIP3 schemes have been earmarked for development from 2019/20 onwards:

- Coventry Street / Haymarket junction
- Thayer Street / George Street junction
- Carlton Vale / Randolph Avenue junction
- Lupus Street – various junctions junction
- Knightsbridge / Trevor Street/Place junctions
- Firth Street / Old Compton Street junction
- Greek Street / Old Compton Street junction.

In respect to Vision Zero it is advised that the challenge for Westminster drawing from a base line year of 2017 is as follows:

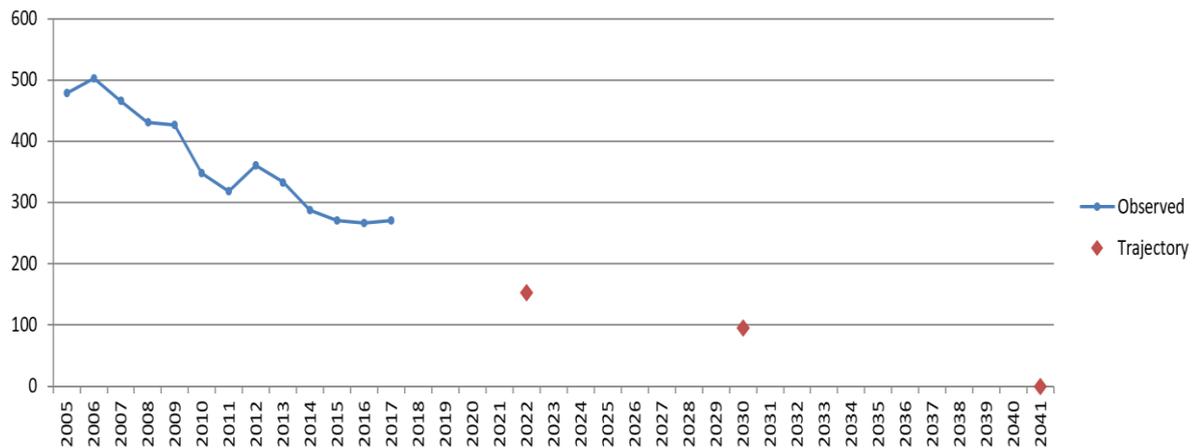
Casualty related accident category	2017 rate
Killed	6
Killed and Seriously injured	264

Of which the combined 270 rate can broken down by:

People Killed or Seriously Injured casualty type	2017 number of people In ranked order
Pedestrian	109
Motorcycle	68
Cycle	63
Car	18
Bus or Coach	9
Taxi and Private Hire	3

Source: both tables and the graph below TfL 2019

The challenge will be to eliminate or to reduce as much as possible these high rates that prevail across London by 2041 within the highway authority capabilities of the City Council, TfL and the Police in particular, and at the same time take account of the expectant rises in those who walk and cycle. The gravity of this challenge is illustrated in the TfL diagram below which shows the trajectory of this ambition for Westminster:



The London Vision Zero target for the City of Westminster. Source: TfL 2018

This means that in addition to the ongoing delivery of local safety schemes and education and media campaigns, the City Council will work more with the freight and logistics industry and companies, TfL London Buses, the tour bus and express coach operators as well as the cycle groups and motorcycle groups to determine more effective mass action road safety campaigns and schemes on our streets.

C&N 6 - Bus service accessibility and flow - Development and Implementation

2019/20 - Allocation of £200,000

2020/21 - Indicative allocation of £200,000

2021/22 - Indicative allocation of £200,000

Through the LIP2 2015/16 to 2018/19 Programme about £1m was invested in making the London Bus network operate more timely, be more accessible for all passengers especially the mobility impaired and parents with buggies and be less obstructive to all other road users at tight spots across the highway network. A notable achievement of such work has been the achieved ambition to ensure that every Bus Stop in Westminster is now to the Easy Access standard for all passengers boarding and alighting London's fully accessible bus network.

However, with rising congestion on some of central London's strategic roads that in many ways is the result of recent trends of increased Cycle, Private Hire Vehicle (PHV) and Light Goods Vehicle traffic on the streets, the resilience of the London Bus Network has notably worsened on some of TfL's most important routes, such as the East - West route 11 from Fulham Broadway to Liverpool Street which serves vital communities and key destinations across Westminster, such as Victoria, Stand etc. Therefore it is the intention that LIP3 will continue to support the need for improving journey times on the London Bus Network by liaising with colleagues at TfL, the bus operators and hopefully with the drivers on their break, as these are the best placed to advise where long standing 'pinch points' exist and where small yet effective changes to the road layout can be made. At this present time the following schemes are proposed for 2019/20:

- Chepstow Road junction with Westbourne Grove
- Rudolph Road junction with Kilburn Park Road
- Maida Vale bus lane extensions, island positioning, surface and drainage condition works and a review of traffic signal timing; and
- Shirland Road junction with Kilburn Park Road.

The London Bus Priority Programme is separate to this LIP3 Corridors and Neighbourhoods Delivery Programme and is outlined in Section 7 of this report.



Source: City of Westminster 2017

C&N 7 - School Travel Plans - Development

2019/20 - Allocation of £50,000

2020/21 - Indicative allocation of £50,000

2021/22 - Indicative allocation of £50,000

Through the LIP2 2015/16 to 2018/19 Programme an approximate investment of £100,000 was made into the *School Travel Plans – Development* programme. This enabled a thorough engagement with all known 92 schools and other educational establishments across the borough and the adoption of some 96% completed School Travel Plans (STPs).

STPs aim to encourage healthier and sustainable travel to and from school for all pupils, parents, staff etc with an emphasis on walking, cycling, the bus, underground etc and at the same time the discouragement of car journeys, where appropriate.

A completed STP is an on-line document which is produced in-house in partnership with the City Council. Each one aims to respond to their own needs and issues with stated benefits that go beyond the school gates as follows:

- The need to reduce local congestion and vehicle pollution at the school's start and finish times
- The need to improve travel awareness and road user skills
- The desire for a more healthier and more active school environment
- The creation of dedicated on-street pedestrian, cycling and scooter riding infrastructure proximate to the school or on key routes to and from; and

- The overall encouragement of an improved independence and responsibility for all pupils.

The City Council's LIP2 supported STP programme also ensures that it fully conforms with its statutory duty, under the Education and Inspections Act 2006, to promote sustainable travel options through the publication of a Sustainable Modes of Travel Strategy (SMoTs).

For the 2018 report please refer to:

https://www.westminster.gov.uk/sites/default/files/sustainable_modes_of_travel_strategy.pdf

For the LIP3 programme and from 2019/20 onwards it's advised that this vital schools engagement work will continue. And to ensure that a growing number of local schemes are implemented at/ or near to schools the *C&N 16 – School Road Safety and Air Quality Schemes – Implementation* project (please see below) has been introduced of which a sum of £71,000 per year has been allocated.

And for more information regarding the City Council's STP programme please refer to:

<https://www.westminster.gov.uk/school-travel-plans>

C&N 8 - Transport Education - Implementation

2019/20 - Allocation of £20,000

2020/21 - Indicative allocation of £20,000

2021/22 - Indicative allocation of £20,000

Through the LIP2 2015/16 to 2018/19 Programme an approximate investment of £40,000 was made into the *C&N 9 - School Travel Plans - Development* programme. These included education, training and publicity projects such as; road safety theatre education programmes for years 6/7/8, cycle maps and activity packs, walking challenges with badges and wallcharts, pedestrian training delivered by cycling officers, Bike It Plus Officer activities, school bike markets, resources with a road safety message eg pen sets, water bottles, bike lights, shoe lights, high visibility jackets for schools and so on so forth.

In addition to the latter there are also plans to produce a road safety/active travel activity pack that will be sent to schools at appropriate times in the year for them to deliver. To support the distribution of the activity packs there will be continued City Council engagement which will ensure the delivery of the activities during carefully themed weeks.

C&N 9 - Air Quality Strategy projects - Implementation

2019/20 - Allocation of £200,000

2020/21 - Indicative allocation of £200,000

2021/22 - Indicative allocation of £200,000

According to the City Council's annual residents survey, air quality is now the number one concern for Westminster's residents. Thus creating a healthier and greener city is one of the Council's five key priorities, as set out in our *City For All 2018/19* strategy. Within that, air quality is a major focus of attention.

To reflect the above an Air Quality Manifesto was published in Spring 2018 and this set out ten key priorities for action:

1. To extend the scope of the current successful trial of an additional surcharge on diesel vehicles in the Marylebone area that park in pay to park bays

2. To explore the options to discourage car ownership and usage through amended resident parking permit policies
3. To continue to invest in low emission Electric Vehicle charging infrastructure
4. To place the tackling of emissions from existing buildings and new developments at the forefront of planning policy and decision making
5. To develop low emission zones around our schools
6. To support community air quality monitoring
7. To encourage recycling and explore the interplay between waste, recycling and pollution
8. To continue the successful campaign against engine idling
9. To welcome and trial new and innovative technologies that tackle pollution; and
10. To provide leadership for London and nationally on this issue.

In April 2013, the City Council published its Air Quality Action Plan 2013-2018 which neatly aligned with the outgoing LIP2 Delivery Plan for the same timeframe. To support the aims of the Air Quality Manifesto, in 2018 the City Council developed a new Air Quality Strategy, of which this new LIP3 Delivery Plan 2019/20 to 2021/22 programme will again closely align with.

Therefore some of the key projects and schemes in the new Air Quality Strategy may well be delivered under this new LIP3 Delivery Plan programme, and include:

- The funding of public realm and highways improvements around schools that reduce levels and especially pupil's exposure to pollution. The City Council has already allocated £1m of funding to its primary schools and this work will continue. LIP3 funding may also be used as match funding for some larger projects being implemented through the Schools Air Quality Fund, linking it with C&N 14 below
- The expansion of the award winning *#DontBeldle* project. Since its launch this campaign has seen over 7,000 residents and businesses pledge to reduce emissions from unnecessary engine idling. The next stage seeks to engage with and capture the pledges of 1,000 businesses and fleet operators
- The trialling of new technologies that relate to low and zero emission vehicles and charging infrastructure within the city. Westminster has the UK's largest electric vehicle charging network and the City Council is committed to promoting the uptake of these vehicles through additional projects following its forthcoming adoption of a new EV Strategy 2018/19, please see above; and
- The developing and trialling of new greening technologies that reduce pedestrian exposure to pollution on Westminster's streets.

Case Study 2: Westminster #DontBeldle

#DontBeldle

7,000 people have signed our #DontBeldle pledge which is to encourage drivers to turn off their engines while waiting at the side of the road or collecting a passenger.

Now the campaign is getting bigger the City Council will be encouraging the Government to grant us greater powers to prosecute idling drivers. Therefore we will be targeting messages at those people most likely to let their vehicles engine idle: through encouraging businesses and the drivers of freight, taxi, coach and delivery companies to make the pledge as part of their corporate social responsibility.

What have we done so far?

Over 7,000 people have signed our #DontBeldle pledge so far while waiting at the side of the road or collecting a passenger. We've also held awareness raising events all over Westminster to help promote the small steps drivers can take to help reduce their own contributions to pollution.

What are we going to do?

We are now going to build on the first year of our #DontBeldle campaign. We want this to grow beyond Westminster and involve everyone from residents to our businesses to Private Hire vehicle, bus, coach and freight companies. We will also be working with the London School of Economics to help us understand how we can get our messages on pollution and idling across to even more people.

What do we want others to do?

We need national Government to help us penalise those who are not doing the best they can. We need new legislation on enforcement to complement our wider work on awareness raising and behaviour change. And we also need to be able to make penalties be more effective when drivers are not open to education and persuasion, which most thankfully are. Businesses can also get more involved with #DontBeldle with their own fleets and those delivering to London's offices, shops etc.

For more information about the campaign please contact:
<https://www.westminster.gov.uk/dont-be-idle>

Other air quality awareness projects include the Marylebone Low Emission Neighbourhood (LEN) that was established in 2016 after a successful bid was submitted by the City Council to the Mayor's Air Quality Fund. Since then a range of projects have been delivered and for more information please refer to: www.marylebonelen.org. The project's lifespan will end on April 2019 but its legacy will continue across the Marylebone area and many of its initiatives are being implemented across the whole of Westminster, eg the current diesel surcharge scheme for Visitor Parking bays, please refer to: <https://www.westminster.gov.uk/diesel>.

Also the Northbank Business Improvement District (BID) represents the interests of many stakeholders around The Strand, Aldwych and Trafalgar Square areas and it too has recently been granted Mayor of London LEN funding. For more information regarding this project please refer to: <https://thenorthbank.london/making-progress/clean-air/>. This makes Westminster the only borough to have received funding for two Low Emission Neighbourhood projects.

C&N 10 - Cycling Strategy schemes - Implementation

2019/20 - Allocation of £320,000

2020/21 - Indicative allocation of £320,000

2021/22 - Indicative allocation of £320,000

Through the LIP2 2015/16 to 2018/19 Programme an approximate investment of £1.6m was made into the previous *Cycling Strategy Schemes - Implementation* programme. In the main this was enabled through a range of projects identified by the Westminster Cycling Strategy of 2014 which in turn was developed to ensure that the City Council endeavours to meet the objectives set out by the previous Mayor of London in his 'Vision for Cycling', March 2013.

To learn more about the Westminster Cycling Strategy please refer to:

<https://www.westminster.gov.uk/sites/www.westminster.gov.uk/files/cycling-strategy.pdf>

The LIP2 Cycling programme included a blend of existing and new cycle projects and schemes including:

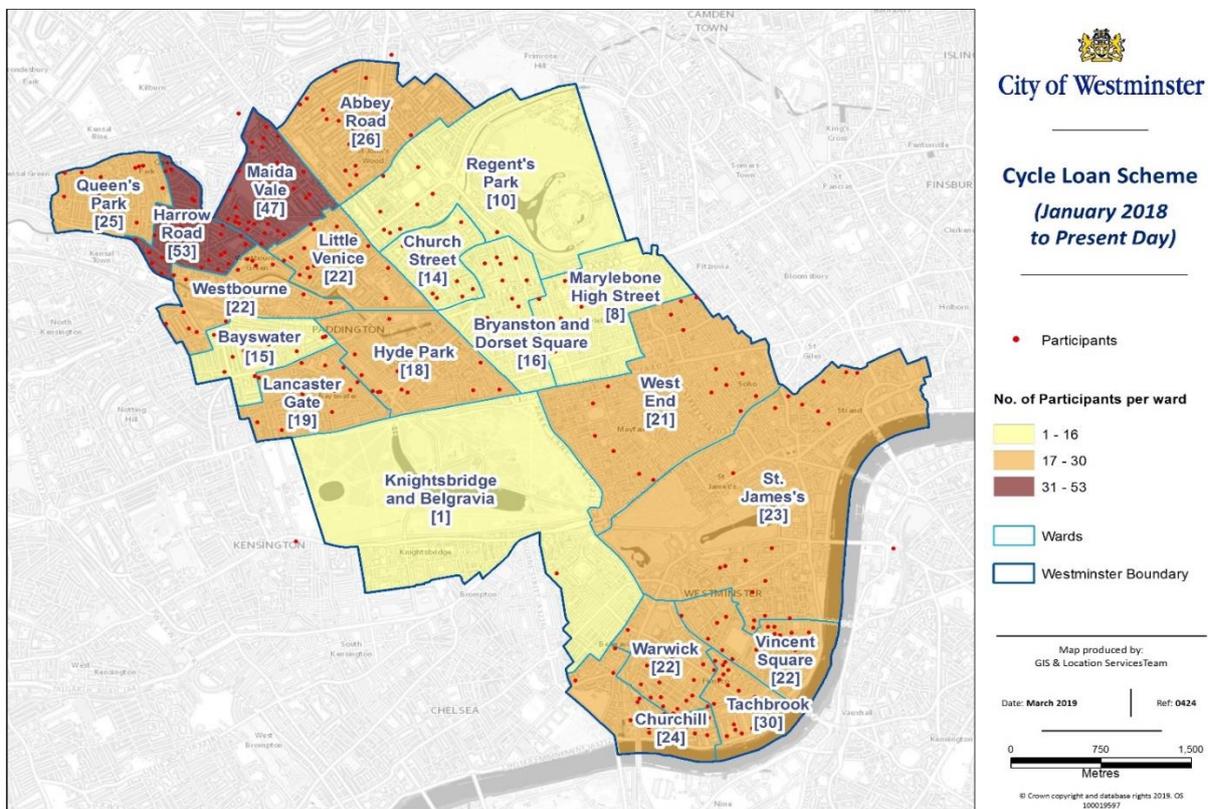
- Support for the existing and comprehensive Westminster Cycling Training programme where any resident, worker, student or visitor can receive training
- Ongoing support for the cross borough Dr Bike and Cyclestation events on the street
- The trial of two residential Cycle hangers in Queen's Park
- The trial of two Westminster Cycle festivals in 2017 and 2018.

At the same time the City Council has been working with TfL, The Royal Parks and other partners in the development of sections of the Mayor's Cycle Superhighways and Quietways on the Westminster Highway Network where viable. This work has primarily been managed through the separate TfL Central London Cycling Grid Programme, which sits alongside the TfL LIP Corridors and Neighbourhoods programme (please refer to Section 6 of this document) However given that a typical street in Westminster needs to take account of up to 36 individual highway and kerbside uses, the viability of implementing all routes that TfL and others have proposed has not been possible in some areas.

Nonetheless for the incoming LIP3 programme it is proposed that alongside the continued development of suitable sections of Cycle Superhighways and Quietways the following projects will be developed further:

- Dr Bike and Cyclestation events where cycles are checked and maintained at key locations throughout the year. Such locations include: Wellington Street; Strand; Wellington Arch at the base of Hyde Park; Vauxhall Bridge Road alongside the Cycle Superhighway etc
- Cycle promotion displays at already well established community events. It is proposed that LIP3 will fund an invigorated cycle promotional campaign where a number of community events will be visited by a newly formed Westminster 'Cycle roadshow' which will succinctly promote the benefits of cycling to residents within their local neighbourhoods

- Adult and Child Cycle training where the *Corridors and Neighbourhoods 10 - Cycling Strategy schemes - Implementation* programme includes an expanded Cycle Training commitment where the Council's partner Cycle Confident offers free training to any resident, worker, commuter or visitor. To ensure this successful programme evolves over the years to come the LIP3 programme has increased its investment to £51,000 per year for the Adults option and £80,000 per year for the Child option. This will greater ensure that many more residents etc have the confidence to take up cycling or cycle more often on Westminster's streets. For more information regarding the Westminster Cycle Training service please refer to: <https://www.westminster.gov.uk/city-cycling-courses>; and
- *Cycle parking schemes on and off-street*. Whilst it is increasingly difficult to find locations on footways, paved public surfaces and on the kerbsides of the road the Council will continue with its relentless quest to implement more conventional cycle stands on its streets and that the LIP3 will continue to contribute towards this. Also the new LIP3 programme will herald a new era in the roll out of new cycle hangars in residential streets following the completion of a successful trial of these in Queen's Park, which utilised funds from the LIP2 programme. So new hangars will be put on the street where residents demand them in Wards such as Bryanston and Dorset Square, Church Street, Harrow Road, Lancaster Gate, Little Venice, Maida Vale, Marylebone High Street, Queen's Park, St James's, Tachbrook, Vincent Square, Warwick, West End and Westbourne; and
- The now well established Westminster Cycle Loan scheme will continue to grow under the LIP3 programme. This consists of a partnership with the London Cycle Campaign where experienced cycle advocates set up several events each year in north Paddington and Pimlico to meet residents, students, local workers etc and offer them the loan of a bike for a month as an effective way to get them into cycling. And if the loan is a success the rider can then buy a similar bike at a good rate. The Council believes this is an excellent way to outreach to residents who have not considered cycling yet. The map below illustrates the success of this project in 2018/19:



Source: City of Westminster 2019

So in summary its confirmed that the City Council will invest at least £960,000 in cycle projects over the next three years under this LIP3 programme period, with more to follow.



Source: City of Westminster 2018

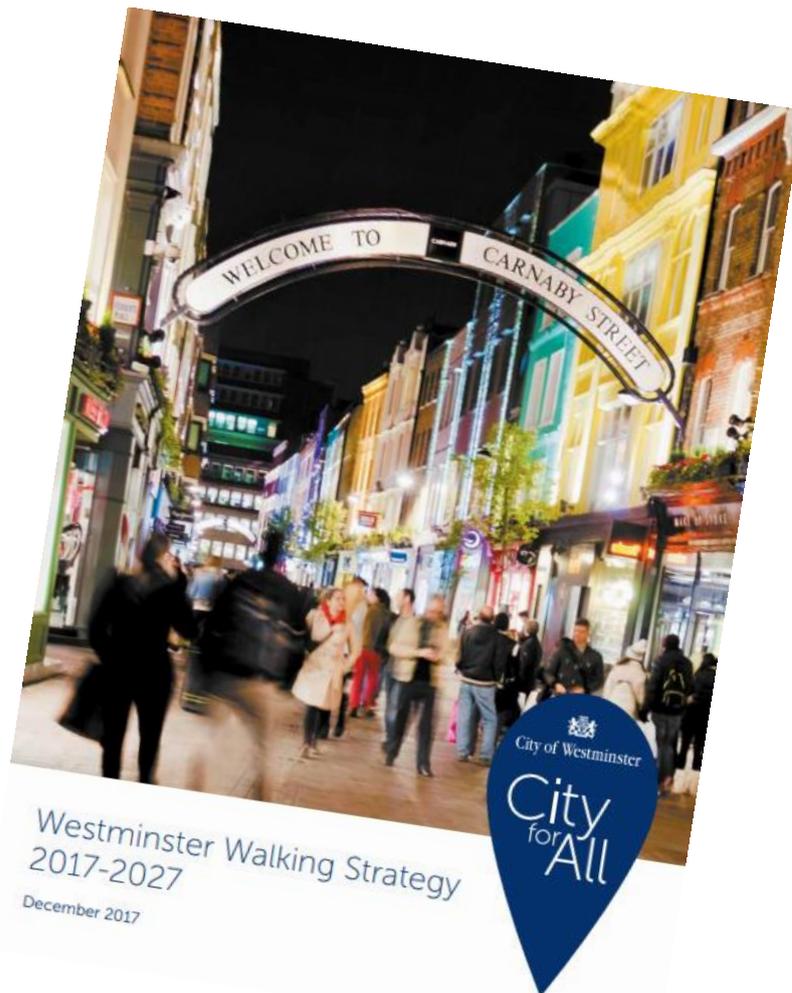
C&N 11 - Walking Strategy schemes - Implementation

2019/20 - Allocation of £320,000

2020/21 - Indicative allocation of £320,000

2021/22 - Indicative allocation of £320,000

Through the LIP2 2015/16 to 2018/19 Programme an approximate investment of £582,000 was made into the previous *Walking Strategy Schemes - Implementation* programme. In the main this enabled the creation of the Strategy itself which included a significant consultation period. Thereafter a start on the delivery of strategy projects was made and this has included a Neat Streets Two commission which entails the systematic evaluation of every non West End street across Westminster to be followed by the removal of any surplus posts, sections of guard rail and various other items of street furniture as a means to improve access for all who walk the street each day. For more information regarding the strategy please refer to: https://www.westminster.gov.uk/sites/www.westminster.gov.uk/files/13.11_-_wcc_walking_strategy_screen_aw_2-web-corrected.pdf



Source: City of Westminster 2018

For LIP3 and taking forward the key objectives of the Westminster Walking Strategy it is advised that the following schemes and projects are proposed for delivery:

- The continuation of the above Neat Streets Two project
- The introduction of a dedicated Dropped Kerb project as a means to improve access for all pedestrians at various informal crossing points across the borough
- The 'Five Underground Stations footway access project'. This is another new project for LIP3 where station access provision for those seeking unrestricted passage to their local stations is improved starting with Warwick Avenue and St James's Park stations; and
- 'The Young and the Old' pedestrian improvement project. This seeks to work with older persons, mobility interest and parents groups, TfL, Health colleagues etc to determine where additional improvements to pedestrian environments and footways can be made.

The C&N 3 Walking Strategy Schemes - Implementation programme will also ensure that the City Council supports TfL in the delivery of its first Walking Action Plan, July 2018, which is also supported by Public Health England (PHE). It maps out the Mayor's vision to make London the most walkable city in the world, with a million extra walking trips each day by 2024, and in Westminster it is advised that 82% of residents already walk, cycle or use public transport for their average range of daily trips and so it is not unreasonable to expect that this could rise to 89% by 2041 as more pedestrian and Public Realm schemes are implemented on the street that increasingly prioritise the pedestrian over other modes.

Percentage share of Westminster residents walking, cycling and using public transport (based on their average daily number of trips)					
Observed			Trajectory		
	2012/13 to 2014/15	2013/14 to 2015/16	2014/15 to 2016/17	2021/22	2041/42
City of Westminster	83	82	82	85	89

Source: TfL June 2018

C&N 12 - Traffic Signals - Implementation

2019/20 - Allocation of £100,000

2020/21 - Indicative allocation of £100,000

2021/22 - Indicative allocation of £100,000

Through the LIP2 2015/16 to 2018/19 Programme an approximate investment of £650,000 was made into the then *Traffic Signals - Implementation* programme. This enabled the development of a joint rolling three year TfL Pedestrian Countdown at Traffic Signals (PCaTS) programme where 46 existing signalised pedestrian crossings at strategic corridor sites including Piccadilly, Shaftesbury Avenue and Bayswater Road, have been upgraded so far. The 2018/19 programme includes a further 15 sites to be completed by April 2019.

The joint City Council and TfL PCaT programme will certainly continue into the new 2019/20 to 2021/22 period which means that an estimated further 30 signalised pedestrian crossings will be upgraded to what is progressively becoming a Westminster standard for all formal pedestrian crossings across the borough.



Source: City of Westminster 2018

C&N 13 - Health and Wellbeing Strategy - Implementation

2019/20 - Allocation of £50,000

2020/21 - Indicative allocation of £50,000

2021/22 - Indicative allocation of £50,000

Through the LIP3 2019/20 to 2021/22 Programme £150,000 will be allocated towards the *Health and Wellbeing - Implementation* programme. This will support two projects; one of which is a continuation of the Westminster Cycle Loan scheme in two areas of the borough with a strong emphasis on being community based. This entails the holding of promotional events at which residents and visitors who do not currently cycle or own their own bike to try one out for the nominal fee of £10, and if they are hooked then one is sold to them at a discounted price. The location of Paddington Recreation ground 'Rec' will be continued and a new location at Thamesbank Centre has been trailed due to its links to the Churchill Gardens community.

The purpose of the scheme is to encourage as many residents over the age of 18 to take up cycling. It works by enabling the resident to borrow a sized-up bike and safety equipment for four weeks free of charge, though subject to the payment of £10 for membership of the London Cycling Campaign which provides many benefits in return, such as liability insurance cover and the opportunity to learn more about cycling opportunities across London.

The second project is currently being scoped out and will focus on engaging with hard to reach groups who will experience the most health benefits from traveling more actively. 'Ride Side by Side' is a cycling project that enables older people and people with mobility issues to make short trips by cycle. Customers ride with a trained 'Pilot' on a unique and accessible 'Side by Side Cycle'. Benefits of this project include participants achieving the minimum recommended exercise, increased road confidence, reduced social isolation and a reduced dependency on motorised transport. Additionally the City Council will look to increase the Westminster Cycle Loan scheme cycle fleet to include cargo bikes as a means to widen the project's offering to families.

C&N 14 - School Road Safety and Air Quality schemes - Implementation

2019/20 - Allocation of £50,000

2020/21 - Indicative allocation of £50,000

2021/22 - Indicative allocation of £50,000

Through the LIP2 2015/16 to 2018/19 Programme an approximate investment of £50,000 was made into the then *School Travel Plans schemes - Implementation programme*. This was newly established for the 2018/19 year to enable the delivery of more road safety, pedestrian, cycling and air quality schemes outside of schools which have had approved School Travel Plans (STPs). Examples of such progress include 'School Streets' projects where priority is given to safer access for children, the school 'Keep Clear' road markings review, cycle parking, double yellow and single yellow line reviews, school warning sign replacement and installation projects, guardrail removal, Feasibility studies for safer crossing points eg for new Zebra crossings, Green man traffic signal schemes etc.

For LIP3 it is proposed that an increased allocation to this programme is made and that its scope is widened to include the delivery of air quality schemes at schools in line with the Mayor's Schools Air Quality Fund (SAQF) where measures at some four schools are already being developed.

C&N 15 - Freight re-timing schemes - Implementation

2019/20 - Allocation of £50,000
2020/21 - Indicative allocation of £50,000
2021/22 - Indicative allocation of £50,000

This is a new LIP project and has been established to ensure that there is a greater emphasis on this growing area of Mayoral and TfL policy work. It will enable the City Council to greater work with local businesses, retailers and freight and logistics companies to review and reconfigure how freight, servicing and deliveries are managed on the street in terms of use of the kerbside and to ensure that local impacts are minimised.

Approximately a third of central London traffic during the morning peak is estimated to be from freight and servicing vehicles and the Mayor's MTS aims for London to reduce this by 10% by 2026. Projected growth in Westminster's economy, and across central London as a whole, means that the volume of servicing and delivery activity will increase unless changes are made. The high concentration of mixed commercial activity interspersed with residential development is a particular characteristic of Westminster's dense urban fabric especially within the West End so this challenge is particularly acute.

The West End Partnership (WEP) has recently adopted a Freight and Servicing Strategy (May 2018) that seeks to go beyond the Mayor's target by aiming by 2030 to reduce the number of delivery and servicing vehicle interventions as well as supporting other partnerships like the Cross River Partnership (CRP) and other stakeholders such as The Crown Estate, The New West End Company and the Victoria Business Improvement District in their efforts to develop new freight consolidation schemes, manage personal deliveries and review their supply chains etc

Initially this new LIP3 Delivery Plan project will pilot a project outside of the WEP where local residents, retailers, businesses and freight and logistics operators can explore the potential for remodelling and re-timing. An annual funding allocation of £50,000 will enable the City Council to trial projects with logistics companies especially those who wish to introduce EV, EV/ Hybrid petrol or diesel vehicles, portage schemes, 'Direct vision' cab HGVs and quieter goods handling equipment. It is anticipated that this new area of LIP Delivery Plan work will rapidly evolve over the next three years.

C&N 16 - Local Transport Fund - Development

2019/20 - Allocation of £100,000
2020/21 - Indicative allocation of £100,000
2021/22 - Indicative allocation of £100,000

Through the LIP2 2015/16 to 2018/19 Programme an approximate investment of £500,000 was made into the projects and schemes that made up the then *Local Transport Fund - Development* programme. Unlike all other Westminster LIP projects the Local Transport Fund has been varied in nature and has supported a range of continual and one-off projects, which include:

- A review of all London Lorry Control Scheme signage
- The trial of residential cycle hangars etc
- The ongoing management of the TfL financial claims management system; and
- An ongoing automatic traffic counts programme that now includes the monitoring of pedestrian flows at key locations.

For the LIP3 Delivery Programme the above principles of the Local Transport Fund will continue, ie to ensure that the City Council delivers an effective LIP programme for all concerned and that innovative or un-expectant projects that come to the fray can be addressed, trialled and resourced. This may even include the investigation or working with the bourgeoning Autonomous and Connected Vehicles sector that is rapidly developing.

4. The Liveable Neighbourhoods Programme (2019/20 to 2021/22)

Harrow Road project submission

4.1 Introduction

- 4.1.2 This section is an outline of the City of Westminster 2019/20 Liveable Neighbourhoods funding bid that was submitted to TfL on 30 November 2018. The submission included a fully costed estimate for the project together with delivery time scales. Unfortunately the bid was unsuccessful and the City Council and TfL will meet later in 2019 to see whether this or another project should be subjected to a future year Liveable Neighbourhoods bid for 2020/21 and beyond.

4.2 Project Background

- 4.2.1 The Harrow Road District Centre, a lively shopping street on a key route running from Paddington to Harrow, is recognised by the City Council as a priority area for change and improvement. The Council is producing a 'Place Plan' to describe the existing issues and priorities, establish an overarching vision for the area and give details on a range of realistic projects that will help deliver immediate and longer-term change.
- 4.2.2 The 'Place Plan' forms the foundation of our Liveable Neighbourhood Bid and has a handle on a vast array of factors, including the social, economic and planning context, helping ensure improvements to individual streets or junctions are not considered in isolation and overarching objectives, such as the delivery of 'Healthy Streets', form part of a coordinated strategy across a wide geographic area and Council departments.
- 4.2.3 Whilst the 'Place Plan' identifies a broad range of projects that encourage positive investment, vitality and change, the Liveable Neighbourhood Bid takes forward the specific components that will help to deliver healthier, safer, attractive and more accessible streets and public spaces to Harrow Road.

4.3 The need for a Liveable Neighbourhood at Harrow Road

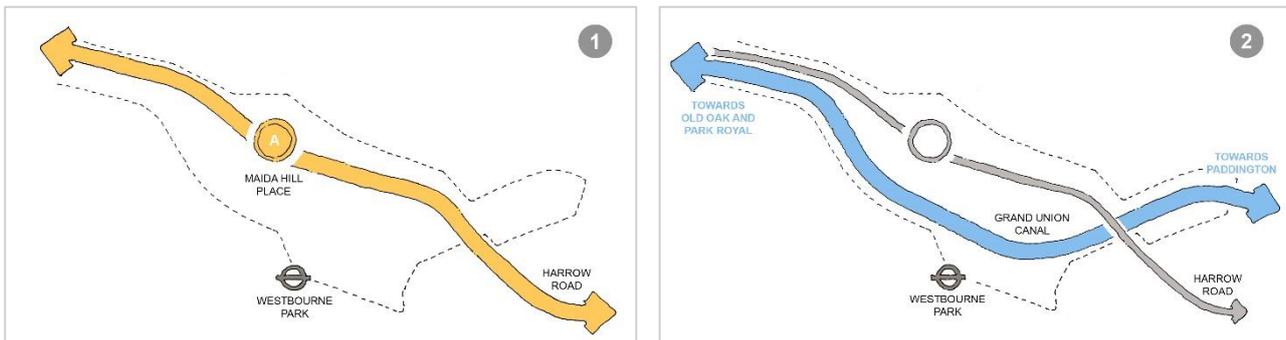
- 4.3.1 The Harrow Road is a great area on which to focus the Liveable Neighbourhood Fund. It is home to a diverse and well established community and its location within the North West Economic Development Area means there is a demand for regeneration, growth and improved employment and social opportunities.
- 4.3.2 The area faces a number of complex socio-economic and environmental challenges. The three local Wards that make up the Harrow Road are among the most diverse in London and fall within the top 10% most deprived local Wards in England. The high deprivation levels impact on the health and well-being of the population is telling with only 47% of people living locally considered to be in very good health and 12.7% of school Reception children and 26% of Year 6 pupils regarded as obese, which are both above the London average of 11% and 22% respectively. These issues are not helped by the tired and vehicle dominated public realm, lack of access to green or

open space, perceptions of crime and by the severance and environmental impacts arising from the Westway (A40), Harrow Road, railway line and canal.

- 4.3.3 Our Liveable Neighbourhoods Bid recognises that the transport infrastructure in this area requires a suite of holistically developed improvements to enable the Harrow Road to live up to its potential. Making walking and cycling a safe, enjoyable and convenient option will help to design physical activity and healthy living back into the everyday lives of Harrow Road residents, whilst being a high street that is more varied in its offer and an enjoyable place to spend time will pay dividends for existing small businesses and encourage inward investment.

4.4 Opportunities Presented by the Funding

- 4.4.1 Liveable Neighbourhood Funding will help design and deliver a range of interconnected projects including new and improved open space, public realm enhancements and junction redesign to facilitate better pedestrian and cycle accessibility. Proposals will also introduce greenery, address air quality issues and help to inform and encourage more active travel.
- 4.4.2 The following text and diagrams provide a high-level overview of our Liveable Neighbourhood Plan, outlining the core actions that will enable Harrow Road to fulfil its potential and become a healthy, prosperous and sustainable place to live, work or visit.



All images in this section are sourced from City of Westminster 2018

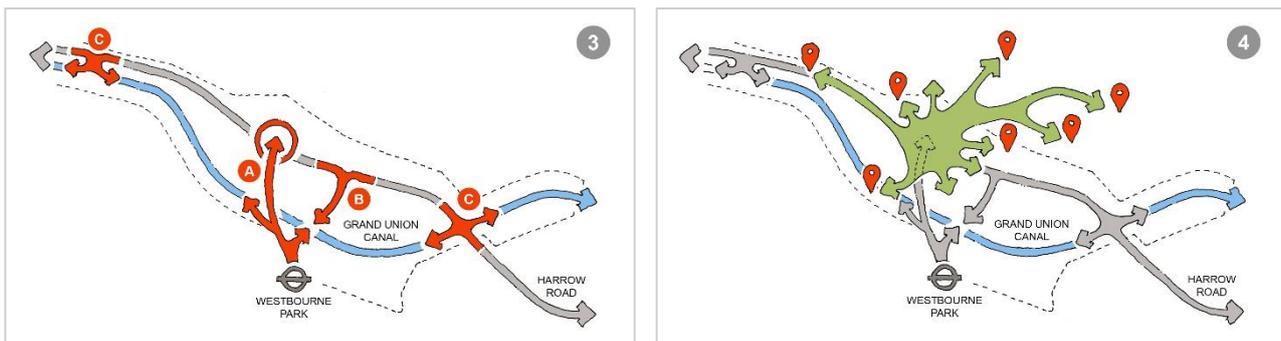
1 - Improvements to the core high street

The High Street is an important local resource with high footfall and vehicular traffic. A core ambition is to improve the overall street experience, concentrating activity and footfall around an improved market and complementary new uses at Maida Hill Place (A) to bring greater economic diversity and social vibrancy. WCC have commissioned a movement strategy that will provide technical support to the Harrow Road Liveable Neighbourhood bid; providing detailed knowledge of the existing conditions and allowing projects to be identified, that mitigate any unforeseen impacts, ahead of the final Liveable Neighbourhood submission. The primary function of these projects will be to deliver improvements in line with TfL's Healthy Streets criteria, creating a place that encourages activity by ensuring the high street is easier and safer for pedestrians to move through, making the road easier to cross and finding ways of expanding the available public space whilst also improving the environment for cyclists.

2 - Improvements to the Grand Union Canal path

There is a huge opportunity to not only establish the canal as a better connected resource for the Town Centre, a place for leisure or culture, but also as an east-west pedestrian and cyclist link that serves a large swathe of area and addresses severance caused by the Westway raised road structure. Locally, it is anticipated these improvements will reduce short-distance car journeys that originate in areas with poorer transport links, such as around Golborne Road, before filtering through to the town centre. On a larger scale, the canal can form valuable links to Paddington Opportunity Area and Old Oak and Park Royal; a huge area of growth that recognises the role of the canal as a cycle Quietway and its value as a connection to neighbouring areas.

The City Council is working with landowners to shape future developments on the canal and are developing projects to introduce new activity, including an 'Enterprise space' under the Westway. This will challenge the uninviting environment that limits the canals use as a transport route and provide a catalyst for creative development by others. The Liveable Neighbourhood plan will extend these ambitions; increasing access to the towpath, creating a range of open spaces to improve local air quality and introducing measures such as lighting to address security concerns.



3 - Improved connectivity with the high street

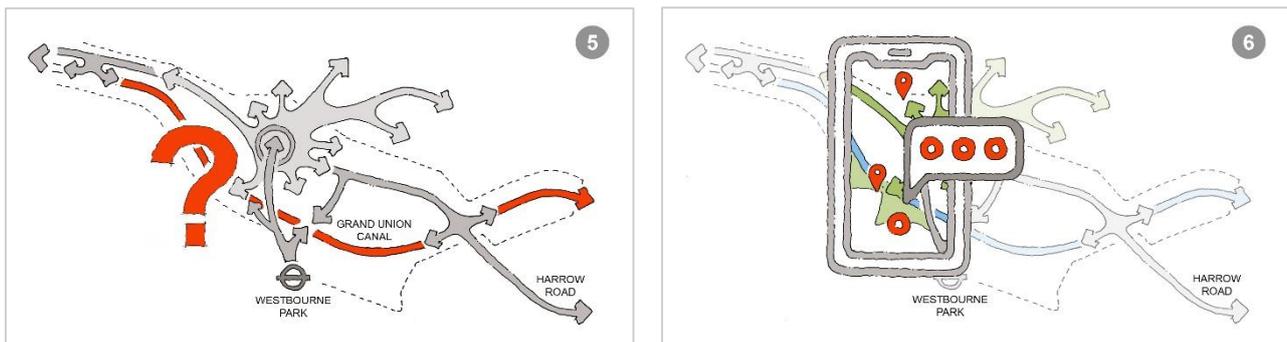
Whilst the Grand Union Canal and Harrow Road will be strengthened as destinations in their own right, it is crucial to address the disconnection between the two areas. Great Western Road (A) which runs north-south from Westbourne Park Station is a prominent area for attention as it can provide a central axis for footfall between Westborne Park, the high street and canal. The prioritisation of space for pedestrians close to the station, and positive gateways between the canal and town centre, can be achieved through upgraded wayfinding and station environs, intuitive connections through existing greenspaces and the introduction of traffic management orders that open up opportunities along forgotten stretches of WCC owned land. The provision of cycle parking and storage lockers can further establish the canal and adjacent streets as a functional first leg of a longer journey.

Engagement with landowners looking to bring forward development opportunities that further increase permeability and canal frontage is on-going (B) and two key nodal points where the Harrow Road and canal converge (C) are also identified for improvement.

4 - A local network of safe streets

Laid on top of these more functional or strategic actions, will be a series of softer measures that serve the existing community and more immediate residential streets. With the Maida Hill Market again acting as a focal point; a core ambition is to increase levels of physical activity and design healthy living back into the everyday lives of Harrow Road residents.

Design work is progressing on 'quick-win' projects including a new 1,000m² public open space for sport and recreation and the transformation of an underused space into a community food growing programme at the heart of the town centre. Alongside existing schools, community centres, sports clubs and other local services and amenities, a network of wellbeing and leisure focused uses are emerging. The movement strategy is helping identify a suite of projects that create truly healthy streets - safer, less congested, green and playful - embedding this as a walkable network within established residential areas. Streets frequented by young people will be prioritised with measures such as traffic-calming being considered to promote not only active travel but greater engagement and enjoyment of the outside space, maximising the associated positive impacts on general health.



5 - Trialling and testing ideas with stakeholders

Work carried out over the past few years has helped secure political and stakeholder support. This has included establishing a steering group to oversee the Place Plan process and inform strategic decision making, and hosting Stakeholder Workshops to provide opportunity for the community to shape the vision and objectives for the town centre. WCC are now setting up Working Groups focusing on work-streams such as the canal path. The group is made up of the spaces' end users and associated stakeholders, with local demographics used to inform the groups' representation.

Working Groups are used to test ideas and are informing questions such as how residents, parents, school children and local employees use local streets and spaces, what barriers they face and what improvements could encourage a more active engagement with the Harrow Road. The groups will help identify specific projects and measures that can be taken forward to feasibility design as part of the Liveable Neighbourhoods programme.

6 - Initiatives to encourage behavioural change

Whilst improved infrastructure is important to creating a more liveable and sustainable Harrow Road, WCC recognise the importance of encouraging behaviour change through non-infrastructure activities. A range of initiatives are being considered that encourage such change. A bid for Marathon Trust Funding has recently been submitted to help deliver a new public space and outdoor gym that is complemented by a free to use mobile app that generates personalised exercised routines in the space. Whilst catering for experienced users, this will also build upon initiatives such as the NHS's 'Couch-to-5K' to offer varied 'workouts' that meet the needs of those currently inactive. The remit of this can be extended, setting out the benefits of changing your daily routine to walk or cycle, using newly improved streets or networks such as the canal, as the first or last leg of a journey to work or school.

Training initiatives such as cycle lessons to help increase confidence and ability to use such modes and other means of advertising and promoting local opportunities will be discussed with local schools, sports or social clubs and health providers, valuable channels for engaging a key demographic.

4.5 Three Year Programme

- 4.5.1 2019/20 - Primary focus will be on the two key movement routes through the area, east-west via Harrow Road between Chippenham Road and First Avenue as well as north-south via Great Western Road between the station and Maida Hill Market Place; a focal point for public realm enhancement. The City Council will look to take forward projects identified through the commissioned Movement Strategy such as new pedestrian crossings alongside other urban realm enhancements to improve the overall street experience. More complex projects will be trailed at this stage to better understand their impact.
- 4.5.2 2020/21 to 2021/22 - From 2020 there will be a focus on the trial and delivery of projects in two areas. Along the Canal to establish it as an active and welcoming space, better connected to the high street, that encourages cycling and walking and on the residential streets feeding into the high street. These more localised projects will look to make streets and walking routes safer and less congested with routes between schools, green spaces and residential areas prioritised. In the final year of the programme, the enhanced infrastructure will form the basis of a push on establishing behavioural change using local networks and platforms to advertise, promote, educate and encourage more people to adopt more active lives and means of travel.

4.6 TfL Engagement

- 4.6.1 Following an initial meeting with TfL earlier in 2018 to discuss prospective Liveable Neighbourhood projects across the borough, WCC received encouragement on the potential and appropriateness of the Harrow Road project. Whilst the ambition and potential of the bid was again supported, it was advised that further quantitative evidence was needed to measure the impact of items such as improved local connections on the propensity to use more sustainable methods of travel or improved levels of wellbeing as a result of public realm enhancements.

4.6.2 The City Council now has access to TfL's City Planner Database and this is being used as the foundation for the commissioned Movement Strategy that will address these comments and offer the bid a robust evidence base and justification. An internal working group for the project has also been established as part of the wider Place Plan, with input from colleagues in Public Health and Planning. Once this work has progressed, a further meeting will be arranged with TfL to ensure the strategy remains consistent with the outcomes of the Liveable Neighbourhood programme prior to WCC's submission in late November 2018.

5. The Principal Carriageway Renewal and Bridges and Structures Programme (2019/20 to 2021/22)

5.1 Background

- 5.1.1 Up until 2018/19 the City Council received grant funding from the TfL LIP programme to resurface key 'Principal Roads' on the Westminster Highway Network. A Principal Road is typically on a designated strategic route where there are substantial flows of through traffic which constantly support London's economic and servicing needs. In particular there are higher than average flows of Light and Heavy Goods Vehicles and London Bus flows on such corridors. These include Victoria Street which links the growing Victoria interchange area, the Harrow Road corridor which links sizable residential and employment centres of West London, Piccadilly which is a major bus corridor into the West End etc. Over the past ten years the City Council has received annual grant funding from TfL in the region of £500,000 to £1m in support of this programme.
- 5.1.2 As a result of the substantial traffic flows and the heavier vehicles on the Westminster Principal Road Network the surface condition deteriorates at a much faster pace. So to address this concern planned maintenance management is essential to ensure that this surface condition of such roads does not worsen to a point where remedial works would be more costly or there is disruptive and costly damage to underground utility installations, drainage, basements under buildings etc
- 5.1.3 As advised above up until the current 2018/19 year the City Council received an annual settlement from TfL to re-surface sections of the Westminster Principal Road Network where evidenced inspection data stresses the need. However for 2018/19 and 2019/20 at least TfL have/ and will be unable to routinely fund such a programme that is allocated to all 32 London Boroughs and the City of London. Save a reserve £2m account set aside for agreed emergency works. This position will greatly impact on the surface condition of Westminster's Principal Roads in the years to come and this unwelcome impact will need to be carefully evaluated.
- 5.1.4 So in the meantime this report:
- Acknowledges that £0 will be granted to the City Council for the remaining part of 2018/19; but
 - This document is taking the opportunity to submit a combined three year programme bid for the three year LIP3 period of 2019/20 to 2021/22 for TfL's consideration now and over the years to come
 - On the basis that further deterioration of the Principal Road Network surface condition will grow and grow;
 - Unless a future funding stream is identified and re-instated in the near future.

5.1.5 To this end the proposed three year programme is presented as follows:

Road name	Proposed scheme description	Year	Approx. m2	Estimated Cost £
Bishop's Bridge Road	A4206 from Queensway to Eastbourne Terrace	2019/20	2,500	156,250
Great Western Road	A4207 from Harrow Road to Westbourne Park Road	2019/20	1,300	81,250
Harrow Road	Harrow Road from Chippenham Road to Alfred road	2019/20	2,200	137,500
Kensington Road	A315 from Exhibition Road to Trevor Place	2019/20	1,750	109,375
Portland Place	Portland Place from Langham Street to Park Crescent	2019/20	3,200	200,000
Whitehall	A3212 from Horse Guards Avenue to Earl Haig Memorial	2019/20	640	40,000
Estimated total for a 2019/20 programme			11,590	724,375
Piccadilly	A4 from Hyde Park Corner to section of dual carriageway	2020/21	1,040	65,000
Charing Cross Road	From junction with Shaftesbury Avenue to Oxford Street	2020/21	1,550	96,875
Park Crescent	Park Crescent from Portland Place to Marylebone Road	2020/21	1,750	109,375
Portland Place	From Park Crescent to Portland Place	2020/21	1,800	112,500
Prince Albert Road	From Albert Terrace to Parkway	2020/21	4,000	250,000
St Margaret Street	From Bridge Street to Abingdon Street	2020/21	430	26,875
Drummond Gate	A3213 from Drummond Gate to Vauxhall Bridge Road	2020/21	1,040	65,000
Estimated total for a 2020/21 programme			10,610	725,625
Cliveden Place	From Bourne Street to Eaton Terrace	2021-22	900	56,250
Orchard Street	From Wigmore Street to Oxford Street	2021-22	1,350	84,375
Estimated total for a 2020/21 programme			2,250	140,625

5.1.6 The City Council's Bridges and Structures programme for 2019/20 to 2021/22 will be evaluated as part of the forthcoming liaison within the London Bridges Engineering Group (LOBEG) and will be confirmed by 1 April 2019.

6. The Cycle Network Programme 2019/20 to 2021/22

6.1 Introduction

- 6.1.1 In December 2018 the Mayor of London and TfL published its Cycling Action Plan which is an ambitious strategy to create a unified London-wide cycle network. This will focus on the adoption of new design standards for the building of dedicated infrastructure which will include more cycle routes, on and off-street cycle parking provision and the development of the Santander Cycle Hire scheme. The Mayor's Cycling Action Plan also sets out how TfL, the London Boroughs and other stakeholders will improve cycle measures across London which aim to help address poor air quality and reduce congestion while improving infrastructure to make cycling an even more safer and more accessible mode of transport for everyone.
- 6.1.2 To contribute its share towards this ambition the City Council will take on the development and implementation of several cycle routes and facilities on its streets over the next three years of this LIP3 programme, and beyond up to 2041. Complementing such schemes on the streets will be continued support towards the delivery of other cycle training, cycle loan, 'Dr Bike', 'Cycle Roadshow', cargo bike etc projects under the City Council's LIP3 *Corridors and Neighbourhoods 10 - Cycling Strategy Schemes - implementation programme*, where £320,000 per year has been allocated.

6.2 The Cycle Network in Westminster

- 6.2.1 In Westminster the London Cycle Network mainly consists of existing, approved or proposed sections of Cycle 'Superhighways' and 'Quietways' on borough roads, the Transport for London Road Network (TLRN) and certain roads and paths within the Royal Parks, eg within Hyde Park, and the Canals.
- 6.2.2 In recent years TfL had analysed census data, cycle count data, survey data, usage of its Santander Cycle Hire scheme, casualty related accident history and future development growth projections and has identified a network of some 25 corridors across London which could be implemented as future or improved Cycle Superhighways or Quietways.

6.3 Cycle Superhighways in Westminster

- 6.3.1 The East - West Cycle Superhighway is now open to cyclists in both directions along the route from Tower Hill to Lancaster Gate, please refer to: <https://tfl.gov.uk/travel-information/improvements-and-projects/cycle-superhighway-east-west>. And within Westminster this includes many sections of improved route infrastructure in areas such as Victoria Embankment, St James's Park, Parliament Square, Green Park, Hyde Park and Lancaster Gate.

6.3.2 Thereafter the East West Cycle Superhighway was proposed to extend from Lancaster Gate to Wood Lane via the Westway elevated road structure and this proposal is now being re-evaluated by TfL.

6.3.3 Other potential delivery of Cycle Superhighways in Westminster include:

- Cycle Superhighway 11 - from Swiss Cottage to the West End. Further design work and approvals are necessary in 2019/20 with potential delivery in the years 2020/21 to 2021/22. Funding confirmation to be agreed by TfL should a viable scheme be approved.
- Cycle Superhighway 5 - extension into Pimlico and Belgravia. Discussions regarding an alignment and feasibility of this route are proposed in the near future.
- Cycle Superhighway 3 (East - West) - the section between Victoria Embankment right up to Lancaster Gate has now been completed and the City Council awaits a decision if/ or when its extension into Kensington and Chelsea and beyond will be proposed.



Construction of a section of cycle route at Albert Gate – 2018. Source City of Westminster 2018

6.4 Cycle Quietways in Westminster

6.4.1 Of the Quietway section proposals recently consulted upon, two will be implemented/ or substantially implemented by 2019/20 as follows:

- Quietway 2 - section from Edgware Road to Fitzrovia - will be implemented by the end of 2019/20
- Quietway 2 - section from Bayswater to Edgware Road and link - will be implemented by the end of 2019/20

6.4.2 There remains an aspiration to deliver the following new Quietways subject to the due process of scheme development and the confirmation of TfL funding:

- Quietway Fitzrovia to Pimlico - connection with Quietway 2 at Cleveland Street, delivery of the Berners Street section, to be completed as part of developer funded scheme, and co-ordination with Oxford Street District Proposals and Crossrail public realm improvement works along this route. Difficulties experienced in the development of a connection at Trafalgar Square will be delivered separately over the next three years and beyond.
- Quietway St. Johns Wood to Marylebone – to be developed in co-ordination with the Church Street regeneration plans and be subject to agreement with TfL regarding the pedestrian crossing over St. Johns Wood Road, a Transport for London Road Network road.
- Quietway Hyde Park to Fitzrovia - delivery of connection from Hyde Park into Quietway 2 at Norfolk Crescent. Connection into the Gloucester Street proposals further east is to be dropped and picked up as part of the proposed Oxford Street District Alternate Cycle Alignment plans.
- Quietway - Sloane Square to Belgravia route proposal
- Quietway - Regents Park to Gladstone Park - this proposed route is to be reviewed
- Quietway - Camden Town to Little Venice will consist of additional consultation and design development of proposals in Bloomfield Road and Delamere Terrace
- Quietway - Green Park to Pimlico is subject to further design development in Palace Street with a connection into Buckingham Gate.

6.4.3 Other new Quietway proposals from Piccadilly into Green Park and across the Brook Street and Davies Street areas also require future consideration.

6.5 Cycle Permeability

6.5.1 In addition to the development of cycle Superhighways and Quietways across Westminster, the City Council will continue to develop what are termed 'Cycle Permeability' Schemes. To this end there is a renewed aim to develop a series of 'Quick fix' schemes that will seek to immediately improve upon the safety and permeability of other key sections across the Westminster highway network. These could range from adding a simple cycle Advanced Stop Line to a junction stop-line right up to a total redesign of another junction.

7. The Bus Priority Programme 2019/20 to 2021/22

7.1 Bus Priority Programme funding

7.1.1 The table below summarises the anticipated TfL Bus Reliability programme funding to be granted by TfL over the next three years 2019/20 to 2021/22. This is in addition to the Section 3 The Corridors and Neighbourhoods Programme (2019/20 to 2021/22) of this document where there is further support for Bus Priority measures.

Source	£ 2019/20	£ 2020/21	£ 2021/22	£ Total
Anticipated TfL Bus Priority Programme funding	200,000	200,000	200,000	600,000

7.1.2 Buses have been an iconic sight across London for over a century now since the first omnibus entered service in 1902. Since then the London Bus Network has remained to be a primary mode of travel for a whole range of able and less able bodied residents, workers and visitors across Westminster and across central London at large. It is understood that in Westminster some 157 routes currently access the borough and across the whole of London some 6.5m passengers are carried each day.

7.1.3 However as demand for access to the Westminster highway network increases and as other modes are growing in choice eg the Cycle, Private Hire Vehicle and Light Goods Vehicles, greater congestion and longer journey times on some of Westminster's key bus routes has worsened in recent times. For example TfL Bus Route 11 from Fulham Broadway to Liverpool Street station via much of southern Westminster is now the second slowest route in London and is reported to have an average speed of just 4.7 mph. Therefore to address this trend of slower bus services and given the millions of Londoners who depend on the service daily TfL have worked with London Boroughs to deliver selected schemes through the London Bus Priority Fund.

7.1.4 To this end the City Council will continue to support TfL and its bus operating companies in identifying areas of concern across Westminster that give rise to frequent and unnecessary delays or impediment to bus movement. This programme expands upon works already identified and completed and include;

- The review, installation or modification of existing kerbside operation and parking controls
- The review of existing Bus Lane hours of operation
- Modifications to the highway network to improve the movement of buses through the communities that are served; and
- Closer coordination with an increased number of new scheme developments as a means to identify where access for bus services can be improved upon or to help mitigate any negative impact that bus services could impose upon any affected residents.

7.1.5 At present there are London Bus Priority Fund supported schemes being developed in Strand, Maida Vale, Regent Street and Shirland Road. More schemes will be identified as the programme expands over the next three years.

8. Combined Three Year Programme of Investment (2019/20 to 2021/22)

8.1 Introduction

- 8.1.1 The combined three year programme of TfL funded investment in transport and public realm in Westminster is summarised below. The table draws upon all of the future programmes set out in Sections 3-7 of this report and given the ongoing pressures on TfL's budgets it is advised that all proposed allocations will be subject to full approval later this year, 2018/19.

City of Westminster - Combined Three Year Programme of Investment (2019/20 to 2021/22)			
Proposed TfL Funding	Programme budget		
	Allocated 2019/20	Indicative 2020/21	Indicative 2021/22
Local transport initiatives			
The Corridors and Neighbourhoods Programme Including Local Transport Fund (Please refer to Section 3)	£3,133,000	£3,133,000	£3,133,000
Sub-total	£3,133,000	£3,133,000	£3,133,000
Discretionary funding			
Liveable Neighbourhoods (Please refer to Section 4)	T/bc 30.11.18	T/bc 2019/20	T/bc 2020/21
Major Schemes	N/a	N/a	N/a
Principal road renewal (Please refer to Section 5)	£0	T/ba	T/ba
Bridge strengthening (Please refer to Section 5)	£0	T/ba	T/ba
Traffic signal modernisation	£0	£0	£0
Sub-total	£0	£0	£0
Strategic Funding			
Bus Priority (Please refer to 7)	£200,000	T/ba	T/ba
Borough cycling programme	N/a	N/a	N/a
London cycle grid (Please refer to Section 6)	T/bc	T/bc	T/bc
Crossrail complementary works	N/a	N/a	N/a
Mayor's Air Quality Fund	T/bc	T/bc	T/bc
Low Emission Neighbourhoods	N/a	N/a	N/a
Sub-total	£200,000	T/ba	T/ba
City of Westminster - total TfL borough funding	£3,333,000	£3,133,000	£3,133,000

T/ba = To be advised T/bc = To be confirmed N/a = Non applicable

9. The Performance Monitoring Plan

9.1 Background

9.1.1 To track the progress of its LIP3 Delivery Plan programme over the next three years, and beyond, the City Council has fully adopted a series of ‘*Outcome targets*’ and ‘*Delivery targets*’, as follows:

- *Outcome indicators* are set by the Mayor and TfL to measure any plausible changes in travel by mode, levels of air quality etc over the three year period of this City of Westminster LIP3 Delivery Plan. And then right up to 2041 which is the horizon year of the Mayor’s Transport Strategy (MTS);

whereas

- *Delivery targets* are what the City Council will tangibly seek to deliver on the street over the next three years of this LIP3 Delivery Plan programme.

9.1.2 Furthermore these *Outcome indicators* and *Delivery Targets* are structured within two of the main key themes of the MTS namely:

Healthy Streets and healthy people

A good public transport experience

Then the

- The MTS’ nine *key Objectives*; and then
- A selection of MTS *Policies* and *Proposals* that are stated within the Performance Monitoring Plan tables below.

For more detail regarding such MTS *Policies* and *Proposals* etc please refer to main Mayor of London document:

<https://www.london.gov.uk/sites/default/files/mayors-transport-strategy-2018.pdf>

Healthy Streets and healthy people

Mayor's Transport Strategy - Outcome 1 London's streets will be healthy and more Londoners will travel actively

Indicator type	City of Westminster LIP3 Delivery Plan objective	2018 MTS Policy / Proposal	Metric and data source	Target year	2019/20 Base line to Target year
Outcome target	Percentage of Westminster resident trips to be on foot, by cycle or by public transport	Policy 1	Active, efficient and sustainable (walking, cycling and public transport) mode share (by borough resident) based on average daily trips. Baseline period is 2013/14 - 2015/16. TfL data	2021/22	TfL data 2013/14-2015/16 82% to 2021/22 85% to 2041 89%
Outcome target	Percentage of Westminster residents to do at least the 20 minutes of active travel they need to stay healthy each day	Policy 2	Proportion of Westminster residents doing at least 2x10 minutes of active travel a day (or a single block of 20 minutes or more). Baseline period is 2014/15 to 2016/17. TfL data	2021/22	TfL data 2014/15-2016/17 42% to 2021/22 48% to 2041 70%
Outcome target	Percentage of Westminster residents who have access to a safe and pleasant cycle network	Proposal 3	Proportion of Westminster residents living within 400m of the London-wide strategic cycle network. Baseline period is 2016/17. TfL data	2021/22	TfL data 2016/17 11% to 2021/22 79% to 2041 93%
Delivery indicators					
Delivery target	Increase in cycle parking facilities on-street and off-street	Proposal 1	Number of spaces added in given year - differentiate between on-street and off-street spaces added. Note that a single stand (eg the Sheffield design) counts as 2 spaces. Baseline is 2018/19. Westminster data	2021/22	WCC data 2018/19 On-street stands 600 spaces On-street hangars 90

					Cycle hoops 50 Off-street hangars 48 to 2021/22 2018/19 On-street stands 1,200 spaces On-street hangars 180 Cycle hoops 100 Off-street hangars 96
Delivery target	Improved facilities for walking and cycling	Proposal 1	Number of new or upgraded pedestrian / cycle crossing facilities provided. No base line specified. Westminster data	2021/22	WCC data 30 by 2021/22

Healthy Streets and healthy people

Mayor's Transport Strategy - Outcome 2 London's streets will be safe and secure

Indicator type	City of Westminster LIP3 Delivery Plan Objective	MTS Policy / Proposal	Metric and data source	Target year	Base line year(s) to Target year
Outcome target	Subject to consistent resources and other external influences, to seek to eliminate fatalities and serious injuries from all road collisions on the City of Westminster Highway Network	Policy 3	Deaths and serious injuries (KSIs) from road collisions, base year 2005/09 (for 2021/22 target) moving to 2010/14 (2030/31 target).	2021/22	TfL data 2005-2009 461 to 2021/22 161 TfL indicate that by 2030/31 this could be 99 and by 2041/42 0
Delivery target	Lower speed limits	Proposal 9	Percentage of borough road network with 20mph limit	2021/22	WCC data 2019/20 9% (28kms) 2021/22 up to 100% (323kms)
Delivery target	Deliver danger reduction improvements to the highway network and ensure a robust monitoring of road safety infrastructure schemes	Proposal 9	Number of completed infrastructure schemes and % entered into the TfL Accident Diary System (TADS)	2021/22	WCC data 2019 to 2022 30
Delivery target	Deliver a programme of road safety training and education to improve the safety of vulnerable road users	Proposal 9	Number of people trained	2021/22	WCC data 2019/20 to 2021/22 3,000
Delivery target	Deliver a programme of road safety training and education to improve the safety of vulnerable road users	Proposal 9	Number of adults to receive cycle training: To Bikeability level 1 To Bikeability level 2 To Bikeability level 3	2021/22	WCC data 2019/20 to 2021/22 Bikeability Level 1 1,500 Level 2 750

					Level 3 600
Delivery target	Deliver a programme of road safety training and education to improve the safety of vulnerable road users	Proposal 9	Number of children to receive cycle training: To Bikeability level 1 To Bikeability level 2 To Bikeability level 3	2021/22	WCC data 2019/20 to 2021/22 Bikeability Level 1 750 Level 2 250 Level 3 50
Delivery target	Deliver a programme of training and education to improve the safety of vulnerable road users	Proposal 9	Number of children who received pedestrian skills training	2021/22	WCC data 2019/20 to 2021/22 750
Delivery target	Deliver a programme of training and education to improve the safety of vulnerable road users	Proposal 9	Number and proportion of STARS schools – Bronze, Silver and Gold	2021/22	WCC data 2019/20 to 2021/22 28 (30%)

Healthy Streets and healthy people

Mayor's Transport Strategy - Outcome 3

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

Indicator type	City of Westminster LIP3 Delivery Plan Objective	MTS Policy / Proposal	Metric and data source	Target year	Base line year(s) to Target year
Outcome target	Reduce the volume of traffic in London	Policy 5	Vehicle kilometres in given year. Base year is 2016/17 in annual vehicle kms (millions)	2021/22	TfL data 2016/17 853 TfL indicate that by 2021/22 this could be 813 (-5%) and by 2041/42 727 (-15%)
Outcome target	Reduce the number of freight trips in the Central London morning peak	Proposal 15	10% reduction in the number of freight vehicles crossing into Central London in the morning peak (07:00 to 10:00) by 2026/27	2026/27	TfL data 2016/17 19,825 (0% base) 2026/27 17,842 (-10%)
Outcome target	Reduce car ownership in London	Policy 1	Total cars owned and car ownership per household by London borough residents. Quarter of a million fewer cars owned in London. Base line period is 2016/17	2021/2	TfL data 2016/17 50,516 2021/22 47,500
Delivery indicators					
Delivery target	Support the provision of Car Clubs, where it reduces car use and ownership	Proposal 19	Number of car club bays provided or secured by the City Council	2021/22	WCC data 2018/19 185 to 2021/22 185 but the Council has launched a 'Floating bay' scheme in 2018 which will greatly widen the

					Car Club offer beyond the concept of 'fixed bays'
Delivery target	Deliver a London wide strategic cycle network, with new, high quality, safe routes and improved infrastructure	Proposal 3	Kms of new or upgraded cycle routes	2021/22	WCC data 2018/19 2.635km to be completed - which is a combination of physically segregated and lined segregated sections of route 2021/22 To be advised

Healthy Streets and healthy people

Mayor's Transport Strategy - Outcome 4

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

Indicator type	City of Westminster LIP3 Delivery Plan Objective	MTS Policy / Proposal	Metric and data source	Target year	Base line year(s) to Target year
Outcome target	Reduced CO2 emissions	Policy 7	CO2 emissions (in tonnes) from road transport within the borough. Base year is 2013/14	2021/22	TfL data 2013/14 236,400 TfL indicate that by 2021/22 this could be 194,400 and by 2041/42 50,000
Outcome target	Reduced NOx emissions	Policy 6	NOx emissions (in tonnes) from road transport within the borough. Base year is 2013/14	2021/22	TfL data 2013/14 1,090 TfL indicate that by 2021/22 this could be 310 and by 2041/42 40
Outcome target	Reduced particulate emissions	Policy 6	PM10 and PM2.5 emissions (in tonnes) from road transport within borough. Base year is 2013/14	2021/22	TfL data PM10/ PM2.5 2013/14 85/52 TfL indicate that by 2021/22 this could be 55/26 and by 2041/42 31/15
Delivery indicators					
Delivery target	Increase the number of publicly accessible vehicle charging points	Proposal 34	Number provided	2021/22	WCC data 2018/19 97 bays 62 lamp column sites

					<p>44 Car Club bays</p> <p>to 2022</p> <p>150 lamp column sites</p> <p>10 Rapid charge sites</p> <p>5-10 Rapid charge Taxi sites</p>
Delivery target	Incorporate sustainable drainage infrastructure into schemes	Proposal 44	The effective area (m2) of permeable surface (carriageway/ footway / cycle lane etc) that drains into the SuDS features.	20221/22	<p>WCC data</p> <p>2018/19 0m</p> <p>2021/22 Tba – but this is being considered for at least 3 locations</p>

A good public transport experience

Mayor's Transport Strategy - Outcome 5 The public transport experience network will meet the needs of a growing London

Indicator type	City of Westminster LIP3 Delivery Plan Objective	MTS Policy / Proposal	Metric and data source	Target year	Base line year(s) to Target year
Outcome target	More trips by public transport of 14-15 million trips made by public transport every day by 2041. To be reviewed after full outcome of 2018/19 central London network review is realised	Policy 1	Trips per day by trip origin. Reported as a three year moving average figure. Base year is 2013/14 to 2015/16	2021/22	TfL data 2013/14 to 2015/16 201 TfL indicate that by 2021/22 this could be 224 and by 2041/42 260

Mayor's Transport Strategy - Outcome 6 Public transport will be safe, affordable and accessible to all

Outcome target	Everyone will be able to travel spontaneously and independently	Proposal 55	Reduce the difference between total public transport network journey time and total step-free public transport network journey time by 50% by 2041	2041/42	TfL data (Observed and in minutes) 2015/16 55 (Total) 66 (Step free) TfL indicate that by 2041/42 this could be 50 (Total) 54 (Step free)
Delivery target	Upgrade and maintain network of accessible Bus Stops	Proposal 54	Percentage of Bus Stops accessible in borough	2021/22	WCC data 2018/19 2 remaining 2021/22 0 remaining

Mayor's Transport Strategy - Outcome 7
Public transport will be safe, affordable and accessible to all

Outcome target	Bus journeys will be quick and reliable, an attractive alternative to the car	Proposal 59	Annualised average bus speeds. Base year is 2015/16	2021/22	TfL data 2015/16 7.1 mph 2021/22 7.3
Delivery target	Improve bus journey reliability with bus priority improvement projects	Proposal 59	Number of London Bus Priority schemes implemented	2021/22	WCC data By 2021/22 Nine schemes to be implemented

10. Long term plans and programmes 2022/23 to 2041

10.1 Background

10.1.1 Whilst the focus of this LIP3 Delivery Plan 2019/20 to 2021/22 document is to set out how the City Council will identify, design and implement a range of TfL funded schemes and projects, that in turn will assist in the delivery of the objectives of the 2018 Mayor's Transport Strategy and other City Council policies and strategies, this section seeks to outline what plans and potential schemes, Major Schemes and Projects that are planned to be delivered through the City Council's wider Capital Programme over the longer term, 2022/23 to 2041 (the 'horizon year' of the Mayor's Transport Strategy).

10.1.2 To this end, the long term is divided into six key areas of development, namely:

- Those major schemes being developed in Central London that TfL, Network Rail, Developers and the City Council are proposing over this time frame
- Subjective confirmation that many of the existing schemes and projects outlined in the current LIP3 programme will continue beyond 2021/22, which is the LIP3's current time frame
- Long Term schemes and projects that are currently proposed under the City Council's developing infrastructure Delivery Plan and those that are within the council's current Capital Programme
- Potential area regeneration projects that could arise from the current draft City Plan 2019 - 2040, that has just completed its formal consultation stage
- Potential projects that could arise from the proposed Westminster Air Quality Strategy that is to be developed in 2019; and
- Potential Place Shaping master plans that are being developed across key transformational areas of Westminster which includes the current Oxford Street District proposals that remain under development at this stage.

10.2 Central London's streets - development and direction

10.2.1 Central London's future population demographic and resultant transportation trends will continue to change and evolve. Nonetheless widely understood trends over the long term in Westminster are:

- Employment numbers will continue to rise, despite ongoing adjustments in how people work and where they work
- Resident numbers in Westminster will increase and it is believed that the same will apply to adjoining Central London boroughs
- Visitor and employee numbers to Westminster will continue to rise, though there could be some variations in future trends as local and global economies evolve
- Use of the private car in Westminster and across Central London at large will continue to fall at a rising rate
- Conversely Walking, Cycling, use of Private Hire Vehicles, Deliveries by Light Goods Vehicle etc will continue to rise at a substantial rate

- Whereas use of the Taxi, the London Bus and Deliveries and Servicing by Heavy Goods Vehicle will decline, in the Short to Medium Term at least.

10.2.2 And capping all of the above our travel patterns, the way people work and the way people receive deliveries and servicing will be profoundly influenced in how the massively growing tech influenced companies, TfL, rail operators, express coach operators, private hire companies, freight and logistics companies etc will bring new solutions to how people, goods and services are moved around London. For example, irrespective of the current pressure on Uber to align with some of London's Taxi and Private Hire Licensing regulations, it looks like the tech influenced 'App enabled' Private Hire sector will continue to grow whereas the Taxi trade will continue to flat-line in terms of demand on our streets.

10.2.3 However, it is also important to learn that many other, sometimes, over hyped and mass marketed global city 'Tec' influenced ventures have already failed/ or are currently in steady decline such as the 'Ofobike' dockless bike venture, the 'Chariot' demand responsive ride-hail minibus etc. So it is hard to predict what major changes will arise in the Medium term let alone the Long term and what will become the next substantial influence in how people travel across London over the first half of the 21st century. But what is clear is:

- That there will be more people on Westminster's streets
- That these will increasingly be Walking and Cycling
- Backed up by use of the zero emission London Bus and Underground for longer journeys; and then
- The receiving of goods and services will be by some form of road based vehicle and; arguably above all else
- That motor vehicle caused poor air quality will be greatly cleansed, year on year.

10.2.4 It is against this background that the following six key areas of spatial and transport development major projects and schemes will be developed over the medium and long term.

10.3 Known additional transport and public realm Capital investment planned in the City of Westminster

10.3.1 Whilst this LIP3 programme document principally seeks to confirm the City Council's transport and public realm investment programme over the next three years, it would be useful to outline what interlinked, ongoing or future transformation projects are planned across Central London's wider transportation network over the period of the current Mayor's Transport Strategy (MTS) up to 2041. To this end, and as highlighted in section 2.2.1 of this report, there are seven known transport and public realm Capital Investment projects currently planned in the City of Westminster:

Project	Approximate construction date	Probable funding partners	Comments
Crossrail led Paddington, Bond Street and Tottenham Court Road stations surface access upgrade/ Elizabeth Line opening (ex Crossrail)	Subject to Review	Network Rail, TfL and other stakeholders	Will greatly improve pedestrian, bus and Underground interchanging passengers especially
City Council led Strand/Aldwych proposed pedestrianisation, public space and traffic management scheme	Public consultation stage	Land owners, TfL and other stakeholders	If developed towards approval this scheme would transform the south Strand area into a public open space
City Council led Oxford Street District	Proposed 2019 -2022	Land owners and other stakeholders	Proposed programme to be approved in late 2018/19
TfL and Network Rail led Victoria Station surface level transport access improvements	To be phased over the next five years plus	Network Rail, TfL and other stakeholders	
Crossrail led Crossrail 2	Subject to Government and TfL consideration	Subject to Government and TfL consideration	
TfL led Ultra Low Emission Zone (ULEZ) expansion. Stages 1 and 2	Stage 1 within the existing Inner Congestion Charging Zone April 2019 and Stage 2 is proposed for October 2021	TfL	
TfL led Anticipated upgrade to London Underground lines – especially the Piccadilly and Central Lines	T/ba	T/ba	Access improvements are likely at Hyde Park Corner, Oxford Circus and Marble Arch stations

T/ba = To be advised

10.3.2 In addition to the above it is advised that the City Council will continue to work with TfL and other stakeholders in the development of new public realm schemes associated with the Elizabeth Line right up to 2021 potentially around Tottenham Court Road, Bond Street and Paddington stations.

10.3.3 The City Council would also be seeking to work with TfL on any future review of the Inner Ring Road that has a particular impact on the movement of traffic, pedestrians and goods in and around the Victoria gyratory area.

10.4 Existing LIP3 Delivery Plan 2019/20 to 2021/22 schemes and projects that are proposed to continue

10.4.1 The proposed LIP3 Delivery Plan 2019/20 to 2021/22 schemes and projects are carefully curated for that programme period and many will either be fully completed or in need of update, amendment by 2022. These include:

- The potential upgrade of all Green man signalised pedestrian crossings with PCaT units (Pedestrian Countdown at Traffic Signals); and the
- Completion of all proposed current Cycle Quietway routes

However other schemes and projects will likely grow and evolve into supported projects that are designed and implemented over the Medium term to Long term, if the TfL LIP process was to continue over this time. Such schemes and projects in this respect may include:

- Continued roll out, maintenance and adaptation of the successful **Legible London pedestrian way-finding signs programme**
- Continued support for the delivery and operation of the growing number of on-street **Electric Vehicle charging infrastructure** subject to the anticipated rapid changes afoot in this fast evolving sector
- Continued commitment to the principle of **the Mayor's Vision Zero casualty reduction ambition**, which is the elimination of all Killed and Serious injury and Fatal casualty related accidents by 2041 **and the expectant Westminster 2019 Road Danger Reduction Strategy**
- Continued commitment to the need to work with TfL on **making the London Bus network more reliable, timely and dependable** in the light of the recent decline in service
- **Continued working with the many schools, colleges and centres of further education** to ensure that more safe, active and sustainable travel is provided for and that local air quality is improved to a standard that will not harm our future generations to come
- Continued **development of the TfL Cycle network** in line with expectant new design standards to be set in 2019; and
- An anticipated **uplift of the Corridors & Neighbourhoods programme 15 - Freight Servicing, deliveries and re-timing schemes** that will substantively take forward the sort of trial schemes that have been implemented over the 2019/20 to

2021/22 period as well as the very promising projects that will evolve from those planned for the Oxford Street District and wider West End Partnership.

10.5 Proposed Long Term schemes and projects that are currently proposed under the draft City Council's developing Infrastructure Delivery Plan

10.5.1 Currently in 2019 the City Council is undertaking a thorough review of its current 'Built Environment Capital Programme' and in the coming months a new draft 'Infrastructure Delivery Plan' will be issued for formal consultation with stakeholders.

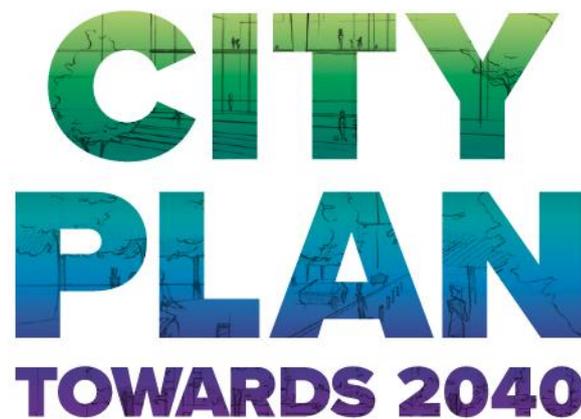
10.5.2 This new programme will set out the programmes, projects and initiatives the City Council plans to deliver in respect to the objectives set out in the soon to be adopted City Plan 2019 - 2040.

10.5.3 Alongside the development and delivery of the masterplans set out in this future plan, the City Council will also seek opportunities to work with the public and private sectors to improve other areas of the city alongside the work and themes we are already delivering on, such as this proposed LIP3 Delivery Plan programme. So currently the following areas are being explored at a 'Pre-concept stage' and are subject to the formal due process of consultation, funding approval and City Council Cabinet support:

- Covent Garden - working with local stakeholders to bring forward plans to review the traffic in the area with a view to making this popular tourist destination and retail hub a more pedestrian friendly, safe and secure.
- Parliament Square - the ambition is to greatly improve and celebrate this landmark location and making it a better connected, safe, secure and quality public space for those who visit this iconic location.
- Grosvenor Square area - the Grosvenor Estates have recently launched their Public Realm Strategy, 'Places for People', which explores their approach to the transport and spaces within the Mayfair area. The City Council plans to work with the estate to achieve these ambitions particularly around the large public London square which is at the heart of this area; and
- South Central Mayfair - to build on the success of completed schemes in East Mayfair (Cork Street, Jermyn Street, Saville Row), together with our partners the City Council is reviewing the feasibility of extending the approach of new and improved footways, carriageway and lighting.

10.6 The draft Westminster City Plan 2019 - 2040 (Consultation) - public realm development and transportation policies and major schemes

10.6.1 The City Council has just completed a major informal consultation of its new draft City Plan 2019 - 2040. A formal consultation and examination in public will follow later in 2019 and when formally adopted the plan will set out an ambitious strategy that will make Westminster one of the best places to live, work and play.



Source: City of Westminster 2018

10.6.2 The draft City Plan 2019 - 2040 is based on three key themes, which are closely linked to the City Council's 'City For All' corporate strategy, namely:

- Homes and Communities
- A Healthier and Greener city; and
- Opportunities for Growth.

And in terms of future area transformation and linked transportation schemes and projects, the draft City Plan 2019 - 2040 identifies the following areas as having future development opportunity, namely:

- Victoria
- Paddington
- Tottenham Court Road
- The West End (which is identified as a special retail and leisure area and where economic growth is expected).
- The North West of Westminster (identified as an economic development area); and

- The housing renewal areas of Church Street and Ebury Bridge estates.
- The North Bank is broadly identified as an area where there is an opportunity to create a new destination that reconnects the city to the Thames waterfront and a place where people can meet, relax and play.

10.6.3 Underpinning the above will be the City Council's ambition to develop a healthier, more sustainable city, where 'walkability' and 'greening the public realm' informs the development and related transport network design changes we implement in the future from the outset.

10.6.4 In respect to this LIP3 2019/20 to 2021/22 Delivery Plan, and over the years that follow, the future adoption of the City Plan 2019 - 2040 will require the City Council to ensure that our streets are greener i.e. to bring in more natural beauty and to help mitigate against the harmful effects of CO₂, of which much is from motor vehicles on the transport network. In turn this will naturally encourage more residents, workers and visitors to walk and cycle and enjoy their streets more, which is a key ambition of the City Plan.

10.6.5 In terms of a quality of living and in respect to TfL's Healthy Streets agenda the following 10 key objectives that are set out in the City Plan 2019 - 2040 will be taken forward in the design and delivery of all future transport schemes and projects delivered by the City Council in the years to come:

- Objective 1 - Increase the stock of high quality housing and provide variety in terms of size, type and tenure to meet need and promote mixed and inclusive communities, with a clear focus on affordability and family homes
- Objective 2 - Enable job growth across a range of sectors vital to the economy, and ensure those from disadvantaged backgrounds benefit from the opportunities this presents
- Objective 3 - Enhance the West End as London's primary retail, leisure, and visitor destination, and ensure our town centres and high streets can adapt to the challenges they face
- Objective 4 - Broaden the city's cultural offer, while managing the impacts of clusters, of uses and the evening and night time economies of existing residential communities
- Objective 5 - Enhance connections by improving options for cycling and walking, prioritising pedestrians, improve interchange between transport modes and incorporate innovative solutions to manage the highway network
- Objective 6 - Improve quality of life, climate resilience and tackle environmental challenges by protecting, enhancing, expanding our valuable network of parks and open spaces
- Objective 7 - Improve air quality, minimise noise and other polluting impacts, and reduce carbon and water demands by minimising detrimental impacts from development
- Objective 8 - Promote quality in the design of buildings and public spaces, ensuring that Westminster is attractive and welcoming
- Objective 9 - Making sure our neighbourhoods continue to thrive; and

- Objective 10 - Make the most of our unique heritage and historic environment, while encouraging innovations in building technology and improving sense of space.

10.6.6 So in summary its advised that, when adopted, the City Plan 2019 - 2040 will substantially influence how the City Council develops, designs, implements and manages future transport and public realm transport schemes and projects on its streets over the years to come. And that these high standards of environment safeguarding and improvement and quality design will apply to all other permitted future development that land owners, developers, TfL, Network Rail and all other public infrastructure organisations build on land in Westminster, especially in respect to the designated areas of growth and opportunity identified in paragraph 10.6.2.

10.7 Potential projects that could arise from the proposed Westminster Air Quality Strategy 2019/20+

10.7.1 The last Westminster Air Quality Action Plan was adopted in April 2013 and much has changed since then in terms of actual monitored atmospheric pollution, London's rapidly changing 'vehicle fleet' and a greater understanding and knowledge about the threat of increasing vehicle borne pollution and its impact it has on those of us who live, work, study and visit Central London.

10.7.2 To address the above and very real challenge a new Westminster Air Quality Strategy is being developed and will soon be out to public consultation. It is expected that this new strategy will take the City Council's policies, objectives, proposed schemes and projects to a much higher plain in terms of educating society and business to collectively bring down the extent of harmful air we all breathe.

10.7.3 To this end, and in terms of this LIP3 2019/20 to 2021/22 programme submission, increased investment into Air Quality projects and schemes across the wider Public Realm portfolio of schemes will be guaranteed once the new Air Quality Strategy is adopted later in 2019. But in the meantime, the sort of schemes and projects that will follow will more than likely include public realm projects that have been trialled in the soon to be completed Marylebone Low Emission Neighbourhood (LEN) project, such as the implementation of more planting, Sustainable Drainage Systems (SUDS) planting features on the street and thought provoking local media campaigns.

10.7.4 Also central to a new Westminster Air Quality Strategy will be a confirmation in how the City Council and its stakeholders can help elevate the abilities of the Mayor's current London wide Low Emission Zone (LEZ) (which seeks to encourage reduced access to London by the most polluting Heavy Goods Vehicles, Buses and Coaches) and the forthcoming Mayor's Ultra Low Emission Zone (ULEZ) which seeks to penalise the drivers of the most polluting vehicles that access the Central Congestion Charging Zone.

Westminster Place Shaping master plans - 2022/23 to 2041

10.8 The Oxford Street District consultation

- 10.8.1 The Oxford Street District is a vibrant and diverse area located in the heart of the West End in the City of Westminster. The District is multi-faceted in its character and combines residential, commercial and retail uses in close proximity to each other.
- 10.8.2 The Council's commitment to the Oxford Street District is to create a long term and ambitious vision for the whole of the District that will strengthen its world-renowned status as a great place to live, work and visit. To this end, the Council has developed a district wide Place Strategy and Delivery Plan.
- 10.8.3 The area covered by the district includes all of Oxford Street, between the gateways at Marble Arch and Tottenham Court Road. Initial criteria for inclusion in the district was to include streets and spaces at a minimum of two blocks either side, all of the garden squares, and the new Elizabeth Line stations at Tottenham Court Road and Bond Street.
- 10.8.4 The Place Strategy promotes a set of 15 overarching place-based principles and 97 projects to help deliver the ambition for the District. These place-based projects are specifically aimed at improving and enhancing the District while securing its future as a global destination, with an unrivalled experience and visitor offer.
- 10.8.5 The strategy's set of principles, when applied to specific places and locations will help to generate a set of solutions that meet the needs of the local residents and stakeholders. Each principle is designed to add to the character and function of the existing places within the District and help to determine the scope for any new projects. The projects listed in the Place Strategy are based on addressing a range of issues and local ambitions.
- 10.8.6 Results from the now closed public consultation on the strategy, which ended on 16 December 2018, have confirmed support from the majority of respondents, to date. The strategy will be presented to Cabinet later in the year when it will make recommendations regarding the next phases of the project's development. More information on this evolving project can be found on the website: www.osd.london



District-wide approach to the Place Strategy dividing the area spatially as a series of nine character areas or zones from Marble Arch to Tottenham Court Road. These (A to I) character areas or zones will be greater defined as the project evolves. Source City of Westminster 2018



Axonometric drawing showing opportunities for improving the setting of Oxford Circus. Source City of Westminster 2018

10.8.7 The above image shows how the overarching principles could be applied in specific places. Given this early stage (March 2019) of the proposals, it is advised that this is not a concept design and spaces will need to be designed, in consultation with stakeholders. But it does show an outline approach to how the streets and spaces will be redesigned.

10.9 The Church Street Green Spine

- 10.9.1 The Green Spine project is an integral part of the Church Street area housing regeneration project which is located in north Westminster and adjacent to the Edgware Road. It provides a 'green lung' through the centre of the neighbourhood, creating additional green space in an area of open space deficiency and greater opportunity for access to nature within one of London's most deprived communities.
- 10.9.2 The route will link the Marylebone flyover with the Regent's Canal, turning traditional grey streets into more pedestrian focused, greener routes with a park-like feel. The green spine will retain a coherency in approach along its route, using similar materials, for example, but each section will be slightly different. The section between Bell Street and Broadley Street, for example, closes the street to traffic, merging existing parkland on each side to create one, much larger and more usable

park. Salisbury Street will include a one-way traffic street with parking on one side and on the other, planted bio-retention areas, pedestrian route and pockets of interest/activity. An irregular tree pattern and a range of species, providing year round interest will also ensure the street has the feel of a park rather than a street boulevard.

10.9.3 Phase 1 of the Green Spine has been progressed to Detailed Design stage. This runs from Bell Street in the south to Ransom Street in the north, where it meets one of the first of the housing regeneration project's major developments at Luton Street (shortly to get underway). The Green Spine has been incorporated as part of the development brief to continue at grade through this new development and Phase 2 will then continue northwards at a later date.

10.9.4 It is intended that Phase 1 of the Green Spine will be on site towards the end of 2019/early 2020. A detailed construction programme has yet to be compiled.



Broadley Street junction – Before and After. Source City of Westminster 2018

10.10 The Strand/ Aldwych project

- 10.10.1 The Strand Aldwych area is home to a large number of cultural, educational, creative institutions and many businesses with established residential neighbourhoods nearby. However the area also suffers from significant challenges, poor public spaces and safety, traffic congestion and air quality concerns, which means that those who live, work or visit are faced with a poor experience each time they visit.
- 10.10.2 To address these growing concerns the City Council is working with local organisations to develop an area transformational major scheme that will lead to the creation of a world class destination where it is proposed that the section of Strand between the Surrey Street/Melbourne Place junction to the east and the Lancaster Place junction to the west is fully pedestrianised and becomes a new cultural destination for residents, visitors, students and workers alike. In turn through dual direction traffic will be routed onto the Aldwych arc where added provision for bus services and cycling in particular will be part of its re-design.
- 10.10.3 At present, the proposed scheme is currently being publicly consulted upon. Then subject to the level of support received, commitment towards its final stages of design and implementation will follow during the remaining part of 2019 and into 2020.

10.11 Harrow Road

- 10.11.1 Harrow Road is a Strategic Road and is located to the north west of Westminster and broadly spans from the A40 Westway junction near to Paddington Station then spans west towards the boundary with the London Borough of Brent. This project has evolved from intensive engagement with residents and local stakeholders including Ward Councillors, business owners, community groups and landowners over the past two years.
- 10.11.2 The Harrow Road is home to a diverse and well established community and its location within the North West Economic Development Area means there is a demand for regeneration, growth and improved employment and social opportunities.
- 10.11.3 The Harrow Road project area straddles three wards, Harrow Road, Queen's Park and Westbourne. It also sits within the boundary of two neighbourhood forums, Maida Hill and Westbourne, whilst Queen's Park Community Council borders the site to the North.
- 10.11.4 The Council are capturing these conversations, aspirations and spatial opportunities in the 'Harrow Road Place Plan.' A non-statutory document that describes the existing issues and priorities, establishes overarching objectives for the area and gives details on a range of realistic projects that will help deliver immediate and longer-term improvement. The ambition of the Place Plan is centred upon the successful delivery of four objectives:

- Create a 21st Century High Street
- Increase green and public open space
- Benefit from Future Development Opportunities; and
- Ensure a socially sustainable future

10.11.5 The Place Plan provides a strategic framework for managing change in the area across the next 10-15 years. It helps to ensure improvements to individual streets or junctions so that they are not considered in isolation. This approach is proving advantageous when justifying how external funding, such as our recent Liveable Neighbourhood submission to TfL for 2019/20, which contributes to a much wider aspiration to design healthy living back into the everyday lives of Harrow Road residents.

10.11.6 Projects emerging from the Place Plan are in various state of development and will incorporate not only actions for the City Council but also changes that can be brought forward by local groups and stakeholders. Short-term projects such as the Walterton and Elgin Community Garden will open on the Harrow Road in spring 2019. The Council has allocated £1.4m of its 2019/20 Capital Programme to scope and deliver a series of similar projects aimed at improving access to the Grand Union Canal, improving employment and business opportunities and promoting cultural activity taking place in the area. If successful, a suite of improvements across the area will also be delivered as part of our TfL Liveable Neighbourhood proposal over the next four years. It is hoped these 'catalyst projects' will in turn help to unlock wider opportunities and encourage positive inwards investment, vitality and change that will enable longer-term ambitions such as the positive regeneration of the Woodfield Road area.

10.11.7 The Place Plan therefore allows the Council to adopt a more proactive role in shaping the future of the Harrow Road. It is being delivered as a web-site rather than the more traditional published report format to increase civic ownership, ensure there is a singular point of reference for the spatial vision of the area and allow the developing nature of projects and the urban environment to be accounted for. The website will be publically launched in the spring of 2019.



A graphic depicting the future design inputs of the Harrow Road scheme

10.12 Paddington

- 10.12.1 Since being designated an Opportunity Area around Paddington Station in 1988, Paddington has seen a significant amount of development and change. Since 2001, the capacity for over 27,000 jobs has been achieved, over £2 billion has been invested in the area, over 35 new companies have located into the area, and more than 900 homes completed. The area continues to evolve and is now on the cusp of significant change and opportunity with the opening of Crossrail. However, the area faces significant challenges in terms of public realm, connectivity, wayfinding and permeability. The introverted nature of the basin, severance posed by the Westway, poor Station environs and forbidding pedestrian environments to and from key landmarks contribute to a below par experience in the area.
- 10.12.2 The Place Shaping team of the City Council has been engaging with local stakeholders, ward councillors, businesses, residents and BIDs in the area to establish existing issues that need to be addressed in the strategy for Paddington going forward. A Place Plan for the area will be created, which is a non-statutory document that describes the existing issues and priorities, establishes overarching objectives for the area and gives details on a range of realistic projects that will help deliver immediate and longer-term improvement.
- 10.12.3 Preliminary engagement with local stakeholders has revealed that a number of issues in the Paddington area have emerged from challenges to movement to permeability into and across the area. For this reason, as a first step, a traffic study of the area has been commissioned. This study will form the basis of urban design work led by the Place Shaping team at Westminster. The combination of traffic and urban design analysis will define the “study area” for the project going forward. Whilst this boundary will form the basis of project definition and funding considerations, integration outside this boundary will be strongly considered in all project decisions. The Place Plan will form the basis for design guidelines and overarching objectives around projects emerging from the wider strategy.
- 10.12.4 In order to ensure the success of the Place Shaping strategy at Paddington, it is important that the Place Plan is grounded in a robust engagement strategy covering the study area. In order to do this, the following groups will be created.
- 10.12.5 Paddington Place Plan Steering Group: The Steering Group will comprise of ward councillors from the study area, representatives of the BIDs, Paddington Partnership, key stakeholders in the area and WCC Place Shaping officers. This group will review and provide feedback on the Place Plan through its development. It will inform key decisions through the process and function as guardians of the agreed vision as the project develops.

10.13 Victoria Interchange

- 10.13.1 Victoria is an area of growth and change and is one of Westminster’s strategic Place Shaping priority areas. The last 10 years have seen an influx of private mixed-use development, new retail and leisure destinations and major investment in the transport network. Identified in the Mayor’s London Plan as an Opportunity Area, Victoria is home to a busy transport interchange which has enabled

excellent public transport accessibility. The area also has the potential to accommodate a significant number of new homes, jobs and leisure facilities.

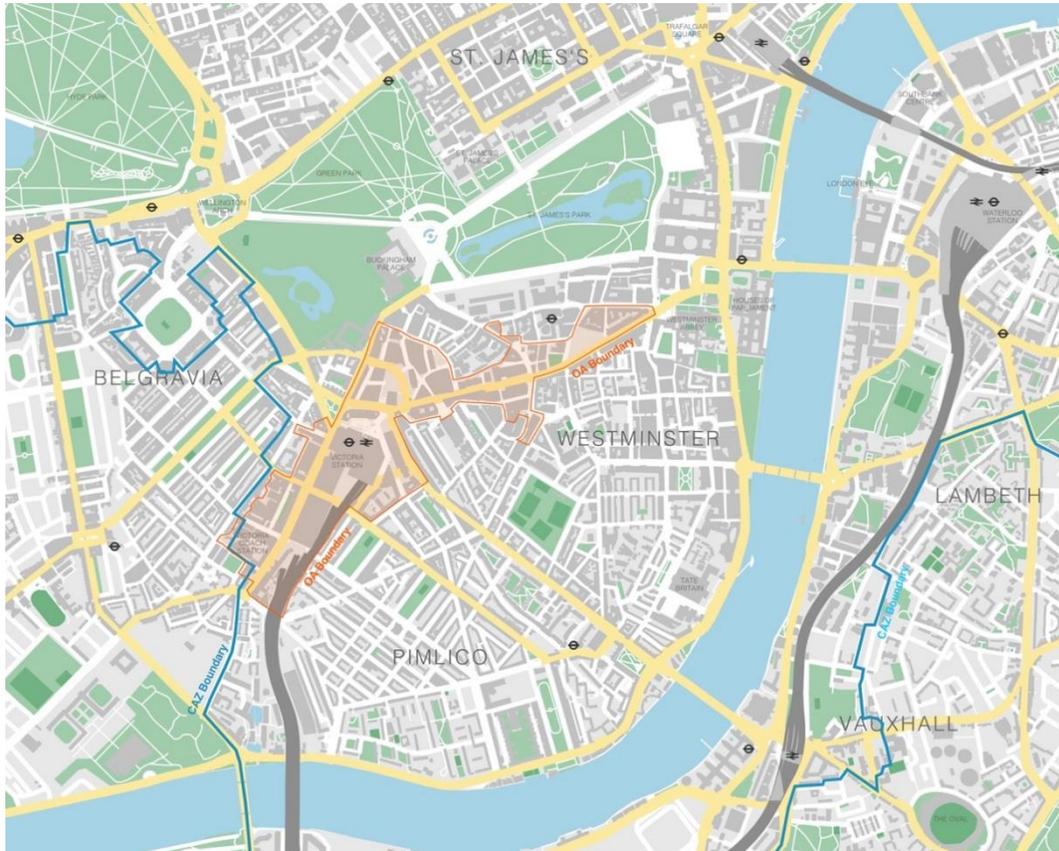
10.13.2 Victoria faces unique pressures and challenges given its unique position in serving as a transport hub, hotspot for businesses and place of tourism and leisure. These drivers reflect the social and economic developments that are happening in the area and in turn spurring changes in Victoria. In order to accommodate and optimise the benefits of these changes in the area, a Place Plan for Victoria will be developed. This will be a non-statutory document that describes the existing issues and priorities, establishes overarching objectives for the area and gives details on a range of realistic projects that will help deliver immediate and longer-term improvement.

10.13.3 Discussions with various Council departments working in the area have helped established drivers which will inform the direction of the Place Plan. It is expected that as the process of developing the Place Plan moves forward, these objectives will be vetted and tested with various stakeholder groups and an agreed vision will be taken forward. The preliminary objectives towards establishing a Place Strategy for Victoria are as below:



Source: City of Westminster 2018

10.13.4 Initially, the Place Strategy around Victoria will follow the existing Opportunity Area boundary. However, as the Place Plan develops, the boundary for this will be flexible in order to ensure that a holistic approach for the area is developed.



Location of the Victoria Opportunity Area in context. Source: City of Westminster 2018

