



Local Implementation Plan (LIP)
2015/16 Annual Spending
Submission Guidance

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1.0 INTRODUCTION

- 1.01 Local Implementation Plans (LIPs) set out how the London boroughs will deliver better transport in their area in the context of the Mayor of London's Transport Strategy (MTS). They are a vital tool in supporting jobs and growth and delivering a better quality of life for those who live and work in the Capital.
- 1.02 In 2013 all the London boroughs updated their Second LIPs to include a refreshed Delivery Plan for the period from 2014/15 to 2016/17. The Plans set out a revised Programme of Investment (PoI) for the new three-year funding period together with new interim targets up to 2016/17 against the LIP Key Performance Indicators. The Plans and interim targets were agreed by TfL in December 2013 and should therefore form the basis for each authority's 2015/16 LIP Annual Spending Submission.
- 1.03 Advice is provided within this Guidance on how recent policy and programme developments should be reflected within the 2015/16 Annual Spending Submission. Such matters include:
- The work of the Mayor's Roads Task Force;
 - Delivery of the Mayor's Cycling Vision;
 - Crossrail Complementary Measures; and
 - Other policy developments.
- 1.04 This guidance confirms the LIP funding available in 2015/16 by programme and by allocation to individual boroughs. It should be read in conjunction with 'The Guidance on Developing the Second Local Implementation Plans' (May 2010), which set out the framework for each borough's Second LIP.

2.0 ANNUAL SPENDING SUBMISSION

2.01 The Annual Spending Submission should identify the projects to be delivered in 2015/16 that help enable the authority to achieve its LIP objectives and targets. It should address the following core requirements:

- Provide a breakdown of the proposed expenditure for 2015/16 and for future years where appropriate (i.e. for projects that will extend beyond 2015/16).
- Exclude uncosted or unaffordable projects.
- Identify the role of non-LIP funding in delivering the interventions identified, for example the council's own capital and revenue funding and third party contributions.
- Provide details of the initiatives to be taken forward during the 2015/16 financial year, including information relating to the impact of the interventions on MTS outcomes, TfL services and infrastructure, traffic signal requirements and other matters.
- Confirm the date by which the proposed individual interventions will be delivered.
- Report on the delivery of the Mayor's high-profile outputs using Pro forma C. This should include outputs from schemes delivered during the course of the previous financial year (2013/14) and should be returned to TfL by Friday 11 July 2014 (see section 6.0).

2.02 Boroughs have the flexibility to change or update their annual programmes in response to unforeseen developments, such as delays and/or cost overruns, stakeholder feedback, new evidence of the impact of previous similar interventions or other matters. For example, a borough may wish to give greater priority to road safety investment if monitoring of performance indicators at the end of 2014/15 shows performance below that required to meet targets. However, such decisions will need to be agreed in advance with TfL and will need to take account of the impact of reduced investment in other policy areas.

2.03 The 2015/16 Annual Spending Submission should include information on the following programmes:

- Corridors, Neighbourhood and Supporting Measures (refer to section 4.5) – holistic or area-based interventions, including bus priority and accessibility, cycling, walking, safety measures, 20 mph zones and limits, freight, regeneration, environment, accessibility and controlled parking zones. This programme also includes expenditure on cycle parking, cycle training, shared space, car clubs, reduction of clutter, installation of electric vehicle charging points, school and workplace travel plans, behavioural change, education, training and publicity.
- Maintenance programmes (refer to section 4.1) – bridge strengthening and assessment, and principal road renewal.
- Major Schemes (refer to section 4.2) – interventions generally costing more than £1m over the whole life of the project.

2.04 Boroughs are not required to include interventions which are not being supported by LIP funding. However, boroughs are required to identify where complementary TfL funding, such as for cycling, air quality and bus stop accessibility, has been secured to accelerate delivery of certain activities identified within the Programme of Investment (e.g. provision of cycle parking or provision of cycle training).

3.0 RELEVANT POLICIES AND TFL INVESTMENT

3.0.1 This section of the Guidance sets out recent developments which are of direct relevance to boroughs in preparing their 2015/16 Annual Spending Submissions. These matters are set out below.

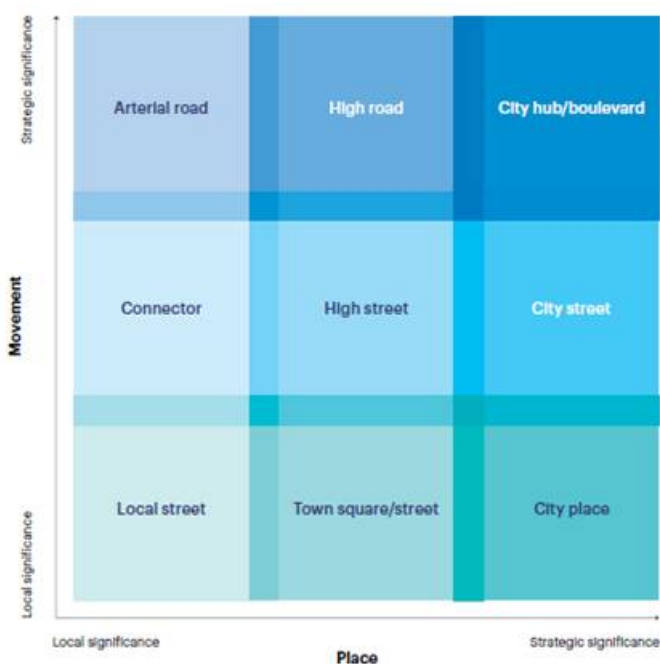
3.1 Roads Task Force

3.1.1 The Mayor’s Roads Task Force (RTF), an independent body set up to consider how to tackle the challenges facing London’s streets and roads, published its final report in July 2013. The RTF concluded that a ‘one size fits all’ approach could not cater for the unique nature of London’s streets, nor would a single hierarchal approach that prioritised different activities across all London’s roads. Rather, the RTF set out the importance of recognising the different functions that London’s roads and public spaces can and do perform.

3.1.2 To provide a context for this debate the RTF established a framework of nine Street Types (see Figure 1.0), designated according to the significance of the “movement” and “place” functions of an area. This provides a new perspective whereby areas of shared function on our network can be collectively examined irrespective of highway authority. In this way the RTF has provided a constructive framework for TfL and the boroughs to work more closely together.

3.1.3 TfL responded to the RTF by committing to work with all boroughs and developers to ensure that the new street types can be adopted over time. TfL has started to apply Street Types to the TLRN and has begun to work with boroughs to promote this.

Figure 1.0 Roads Task Force Street Types



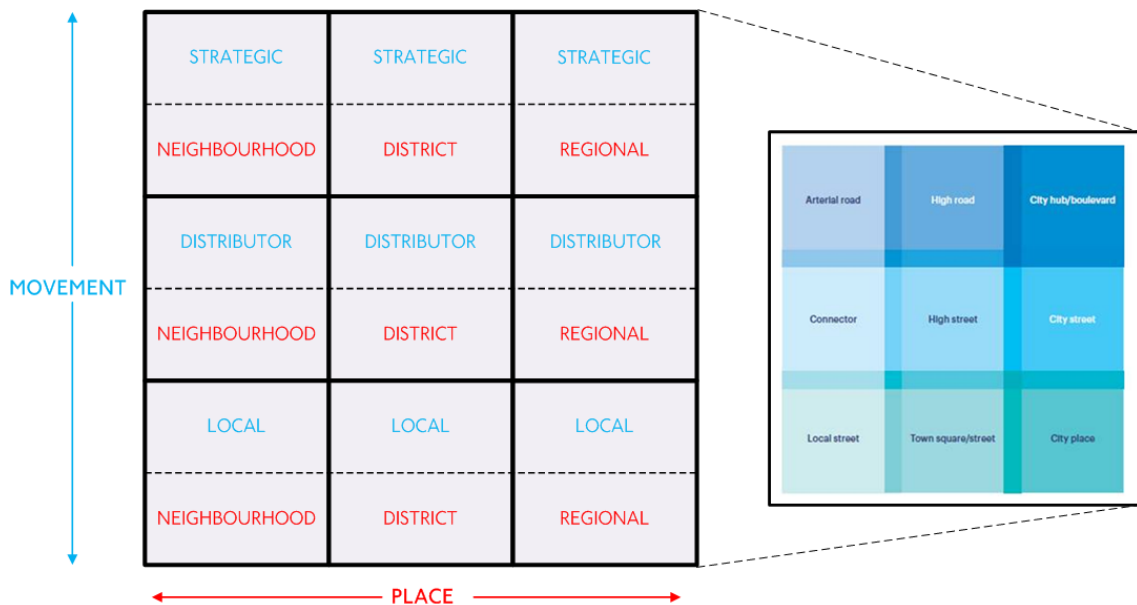
- 3.1.4 Urban streets are important both for movement and place-related activities. Street Types classify the function that each street is intended to perform. For the purposes of understanding the Street Type framework, 'Movement' is defined in terms of people and goods and not vehicles, whereas 'Place' captures activities on the highway (e.g. pavement cafes) and the relationship with frontages and character of the surrounding area (e.g. the presence of a hospital or school).
- 3.1.5 Street Types allow us to recognise that even on busy strategic roads, consideration needs to be given to the economic, environmental, and community factors which influence place. On some streets a higher priority should be given to place than to movement whilst still catering for minimum movement requirements, e.g. local access. Similarly where a street has a strategic function then the ability to move people and goods should be recognised so the highway system can function effectively as a whole. Each Street Type reflects the complexity of London's built environment and thus allows the importance of place-making to be reflected in highway design and decision making.
- 3.1.6 The form of a street can be described through the existing layout, management strategy and appearance which determine its ability to function. It is important to recognise that improvements to a street will be principally realised through changing form to better meet its functional requirements.
- 3.1.7 As the Street Type concept matures it will aim to inform operational policy and investment decisions, to provide a basis for allocating capacity/road space to appropriate uses and users, and offer a means of establishing the level of provision that users can expect from a location.
- 3.1.8 The adoption of Street Types across all authorities will play an important role in providing a unified view on where best to apply different measures. While this work will be taken forward in concert with the London boroughs the timescale for completing the analysis is outside the LIP submission deadlines. Boroughs are therefore requested to submit within their Pro forma A a provisional Street Type for each proposed scheme location, which will form the basis of further discussion with TfL.
- 3.1.9 The current function of an area should be assessed for movement and place. Experience has shown that if these two parameters are independently evaluated then officers are able to better distinguish the difference between form and function and correctly identify which Street Type is best for a location. The descriptions used in Table 1.0 can be used to aid identification.

Table 1.0 Functional descriptions for RTF Street Types

	Indicator	Description
Movement	Strategic	<i>Principal roads including major urban network and inter-primary links.</i>
	Distributor	<i>Classified roads (B & C) and other roads of more than local importance including unclassified urban bus routes.</i>
	Local	<i>Roads carrying local access traffic.</i>
Place	Regional	<i>Destinations of national or regional significance (e.g. shopping centres, heritage sites, tourist attractions, transport hubs, sporting venues)</i>
	District	<i>Places that serve a role (e.g. shopping or commercial uses) at a Borough level but are not frequently accessed by users from other wider areas.</i>
	Neighbourhood	<i>Places acting as destinations to local users such as small neighbourhood centres.</i>

3.1.10 Separate evaluations for movement and place can be cross referenced to identify the most suitable Street Type (see figure 2.0). Whilst this advocates a qualitative approach there remain useful sources of information which can aid the classification exercise. TfL believe the identification process should be evidence led but not data driven, so there remains a means to reach pan-agency agreement.

Figure 2.0 The translation of functional descriptions into Street Types



3.1.11 The initial Borough view of the network will be invaluable in aiding all authorities to reach a collective position. It is important to reconcile local knowledge of the location against the strategic view of the network.

3.1.12 Further advice is provided in the reference notes for Pro forma A and the Major Schemes Step One pro forma.

3.2 Road Safety

3.2.1 In June 2013, the Mayor published a new Road Safety Action Plan, '*Safe Streets for London*' (SSfL). This sets out actions by which TfL, the London boroughs and other partners can improve road safety delivery through targeted investment. The actions in SSfL are needed to meet the Mayor's target to reduce Killed and Seriously Injured (KSI) casualties in London by 40 per cent by 2020, against a 2005-09 baseline figure. The use of a KSI based target focuses effort towards interventions that will deliver casualty reductions in the road user groups that represent the highest proportion of the KSI casualties – those walking, cycling and using motorcycles: Vulnerable Road Users (VRU). This focus sits alongside plans to grow cycling, in particular, and walking over the period of the Plan.

3.2.2 SSfL identifies action to address the changing nature of the casualty problem in London – those walking, cycling and using motorcycles account for 80 per cent of all those killed and seriously injured in London. Therefore, while overall levels of KSIs have declined, the proportion of KSI casualties involving car occupants has reduced more significantly.

3.2.3 Furthermore, the dynamic and changing nature of the road network and its use give rise to new road safety challenges to which the boroughs and TfL need to respond. To keep pace with, reflect and plan for this dynamism road safety interventions need to change dynamically as well. For example increases in cyclists or pedestrians may, at particular locations, result in more casualties where the junction design does not accommodate the new levels of use. This highlights the need to improve road safety at locations which may not previously have been a concern. Similarly, Londoners' expectations regarding the use of the road network are changing as demonstrated through the work of the Mayor's Roads Task Force.

3.2.4 To rise to the challenges described above, boroughs are encouraged to take into account the relevant actions identified within the SSfL Plan in producing their annual LIP Programmes of Investment and to ensure road safety is an integral part of all engineering schemes.

3.2.5 To assist, TfL has developed Road Safety Priority Lists as a tool to help identify locations where VRU collisions are over represented. These exist separately, for both the TLRN and borough roads. The borough road analysis considers only classified roads. Non-classified roads do not appear on the Priority Lists and these should be investigated separately by the Boroughs. Two Priority Lists are produced: one considering all junctions (nodes) and one considering the links (stretches of road between junctions, calculated as collision rate per km). The Priority Lists are

ordered according to the nodes/links with the largest number of collisions involving injury to a VRU. The sites are prioritised according to the level of divergence from the mean (average) value of total collisions involving injury to a VRU:

- Priority 1 sites (red) are more than two standard deviations from the mean,
- Priority 2 sites (amber) are between one and two standard deviations of the mean,
- Priority 3 sites (yellow) are less than one standard deviation from the mean but higher than the mean, &
- Priority 0 sites (green) are below the mean.

- 3.2.6 Similarly, boroughs should supply TfL with details of their engineering schemes that they wish to be entered into the Traffic Accident Diary System (TADS) to record the number and severity of collisions before and after the introduction of measures. *Note: TADS data can be requested for individual schemes within the 2015/16 LIP submission within Pro forma A (TADS data is only available following the submission of a completed TADS form by the borough which TfL will supply on request once the scheme has been implemented).*
- 3.2.7 Reference is also made within SSfL to the potential use of LIP funding to pay for the installation, operation and maintenance of new digital cameras at sites that have a serious casualty history and where cameras would be the most effective solution to reducing speed related fatalities and collisions. Early discussions with TfL regarding such sites are recommended prior to inclusion within the LIP Programme of Investment. This should be done through the relevant officers within the Borough Projects and Programmes Team (see Appendix 5 for contact details).
- 3.2.8 TfL's Road Safety Audit (RSA) team ensures that safety audits are conducted to a high and consistent standard. The team delivers RSAs on the TLRN and offers an RSA service to all boroughs. *Note: RSAs can be highlighted for request for individual schemes within the 2015/16 LIP submission within Pro forma A (RSA completion is dependent on a separate request being sent by the borough to TfLSafetyAudit@tfl.gov.uk).*
- 3.2.9 Boroughs can benefit from new opportunities arising from the move of the responsibilities of public health to local authorities. Road safety and public health have objectives that are closely aligned, both desiring safe streets where people are encouraged to travel actively. Public health colleagues could give transport departments access to different funding streams, skills and knowledge; for example, public health colleagues could assess transport schemes for health impacts, or monetise the health benefits to contribute to a business case.
- 3.2.10 Resources are available from TfL to support boroughs in identifying their priority road safety locations and to engage with public health colleagues. To access these, please contact DPRoadSafety@tfl.gov.uk.
- 3.2.11 In March 2014, TfL published the Motorcycle Safety Action Plan. This will be followed by the Pedestrian Safety Action Plan and revised Cycle Safety Action Plan. These Plans focus on each of the vulnerable road user

groups highlighting specific, tangible and ambitious actions to reduce collisions among these key road users. TfL is unable to deliver road safety for London by itself: this requires the continued support and active delivery of road safety by boroughs. TfL is seeking to work more closely with boroughs to deliver safer walking, cycling and motorcycling.

3.3 Cycling

3.3.1 The Mayor's [Cycling Vision](#) was published in March 2013. This sets out an ambitious programme of routes, infrastructure and supporting measures to create a step change in provision for cycling and accelerate the good work which has already been done in this area across the Capital. The Vision is not simply about delivering improvements for cyclists, it is central to achieving shared priorities relating to growth, economic prosperity, environment, health, well being and the quality and liveability of our city.

3.3.2 The Vision recognises the critical role that the boroughs play in delivering these improvements. The LIP Delivery Plans and the new interim targets relating to mode share for cycling form the foundations for the borough contributions towards realisation of the Vision.

3.3.3 In addition to LIP expenditure TfL is planning to invest a further £913m in cycling over the next decade in order to accelerate delivery of the Mayor's Vision. Approximately one third of this funding will be available to boroughs to deliver locally led cycle improvements and initiatives that complement the investment through the LIP process.

3.3.4 Support is being made available to the boroughs under the following programmes:

Quietways: More than £100m has been identified to deliver the Quietways network between now and 2022 and it is anticipated this will enable some 30 to 40 routes to be implemented. The selected orbital and radial routes will link key destinations and provide quiet, comfortable, safe and attractive conditions for both existing and potential cyclists. Over 70 potential routes were initially identified following meetings with all boroughs and other managing authorities (e.g. Canal and River Trust). TfL has prioritised eight of these routes to be delivered under phase one of the programme as advised to the boroughs at an event in January 2014. Work is underway with the relevant managing authorities to progress the design and delivery of these routes with details of further routes to be shared with the boroughs in due course.

Central London Grid: More than £50m is being made available to deliver the Central London Grid programme over 10 years. The Grid will complement the Quietways, East-West and North-South Superhighway routes and Better Junctions by providing a network of well connected, safe, cycle routes across central London on quiet, low-trafficked borough roads. The Grid is to be delivered by eight Central London boroughs, the Canal and River Trust, Royal Parks and TfL (where routes cross the TLRN). TfL issued in December 2013 a map for engagement with stakeholders setting out potential routes that could form part of the Grid. Work is now progressing with the managing authorities to design and

deliver the initial routes that have been prioritised within the Grid with financial support made directly by TfL to the relevant authorities.

mini-Hollands: The mini-Hollands programme will provide up to £100m between three outer London boroughs – Enfield, Kingston and Waltham Forest, to deliver significant and transformational improvements for cyclists. Proposals include redesigns of key town centres, new suburban Cycle Superhighways, new cycle routes, Dutch-style roundabouts and rail superhubs. The programme will also transform significant parts of each winning borough's public realm, cut overcrowding on public transport and reduce traffic congestion, pollution and parking pressures. The final mini-Holland boroughs were announced in Spring 2014 and boroughs granted initial funding to begin detailed development of their proposals. Discussions are also underway with a number of other boroughs regarding potential support for specific proposals identified within their mini-Hollands submissions.

Borough Cycling Programme: This includes financial support for cycle training (for adults and children), cycle parking (on-street, residential and at stations), monitoring, staffing, cycle strategies, safer lorries and vans and Certificate of Professional Competence (CPC) Safer Urban Driving. Funding was allocated to the London boroughs in January 2014 for support under this programme in 2014/15, with indicative allocations also made for the two following financial years (2015/16 and 2016/17). No further funding is currently expected to be allocated above and beyond the amounts already announced unless an authority returns funding to TfL, at which time such monies could then be re-distributed to other London boroughs.

Pilot Cycle to School Partnerships: This programme will build on the success of TfL's STARS (Sustainable Travel: Active, Responsible, Safe) accreditation programme, which recognises and rewards school travel planning activity. The programme will deliver a combination of infrastructure improvements and supporting activities at and near schools to maximise levels of cycling. Submissions for support from 2014/15 to 2016/17 were received from the boroughs in December 2013 and are currently being reviewed by TfL with notifications on the status of bids to be made to boroughs in due course.

Cycle Superhubs: The funding under this programme is being used to support the provision of high quality, visible cycle parking together with safe and convenient cycle access routes to key stations. TfL is working directly with the boroughs, Network Rail, TOCs and other relevant partners to design and deliver these facilities at certain stations. Accordingly, boroughs are not required to bid for financial assistance under this programme.

Cycling in Workplaces: TfL operates a Cycling Workplace Scheme which is available to London organisations with five or more employees (including the London boroughs). The programme is centrally funded by TfL and local authorities should not therefore use any separate TfL funding – e.g. LIP or Borough Cycling Programme - to replicate the offers available through this programme. Further details of the programme are given in Appendix 3.

3.3.5 The aforementioned programmes are intended to accelerate delivery of the Mayor's Cycling Vision above and beyond that which can be achieved through LIP investment. Accordingly, TfL expects to see a continuing level of LIP related expenditure on cycling by the boroughs which is consistent with that invested in previous years: failure to demonstrate such investment could result in TfL reducing the level of financial support provided either through the LIP process or through the dedicated cycling programmes. Boroughs are also reminded that all LIP funded highway engineering schemes must be consistent with the London Cycle Design Standards (LCDS) and any subsequent editions.

3.3.7 In designing and building infrastructure to support cycling or cycle parking, boroughs must consider Section 17 compliance to prevent the possibility of increased cycle theft (see section 3.5 below).

3.4 Walking

3.4.1 12 million walking journeys are made in London every day. In addition, TfL and the boroughs need to meet the new challenges arising from the increasing demands placed on London's road network, the role of the Roads Task Force to better balance competing user needs and the substantial new investment in cycling.

3.4.2 TfL will respond to these pressures by publishing in summer 2014 the first edition of its Pedestrian Design Guidance. This will set out the design principles and standards needed to create more pedestrian-friendly streets and spaces, ensuring pedestrians are equally provided for in London's changing road network. Boroughs are encouraged to use the Guidance as a scheme design resource for all LIP street schemes.

3.4.3 TfL invested over £9 million between 2004 and 2012 in the Walk London Network (previously known as the Strategic Walk Network) to raise the quality of the seven pan-London walking routes. TfL is keen to see this walking resource maintained and is undertaking condition audits of the routes through 2014. Whilst LIP funding cannot be used for route maintenance works boroughs are encouraged to enhance the routes through their LIP Programme of Investment; e.g. in respect of additional wayfinding, lighting or seating. Boroughs should use their own funding sources for route maintenance and should contact TfL to obtain information on route maintenance issues (see contact details in Appendix 5).

3.5 Section 17 of the Crime and Disorder Act 1998

3.5.1 Boroughs should consider how their LIP proposals can contribute to reducing crime, fear of crime and antisocial behaviour. Initiatives should be informed by, and integrated into, wider community safety strategies as well as policies set out in the MTS, the Mayor's Office for Policing And Crime (MOPAC) Police and Crime Plan and the Mayor's strategy for improving transport safety and security (The Right Direction). Boroughs are advised to liaise with transport operators, the police (especially crime prevention design advisors), community safety partnerships, town centre managers and community groups to consider how their policies can make

a valuable contribution to reducing crime on the transport system and in general.

- 3.5.2 Boroughs, along with TfL, have a statutory duty under S.17 of the Crime and Disorder Act 1998 to consider crime prevention in all of their undertakings and do all they reasonably can to prevent crime and disorder. For this reason all LIP related projects should “embed” crime prevention within their design and management stages. Boroughs are encouraged to include an audit trail on the decision-making around crime prevention features as part of each project. Advice and support can be provided by TfL crime prevention specialists to ensure consistency with the MTS objectives and to ensure effective practice.

3.6 Enforcement Considerations

- 3.6.1 In the same way that Section 17 should inform decision making on the prevention of crime and anti-social behaviour (see above), TfL expects that consideration of enforcement and compliance is embedded in the planning and design of schemes and projects. This approach will help safeguard against such problems as congestion, collisions, conflict amongst road users or reduced journey time reliability. For example, boroughs must ensure that their plans for new measures such as mandatory cycle lanes or 20mph speed limits also include appropriate means to ensure compliance by motorists.

- 3.6.2 Enforcement, alongside education to support behaviour change, is essential in maximising the capacity, reliability and safety of all road based transport and users of the service. Boroughs must consider how any non-compliance will be dealt with and what resources will be used and how this will be funded.

3.7 Air Quality

- 3.7.1 Despite progress in recent years air pollutant concentrations, especially for PM_{2.5} and NO₂, remain too high and further measures are needed. The boroughs have a critical role to play in delivering local improvements to reduce emissions and human exposure at busy locations like high streets, schools and hospitals. A local, targeted approach can deliver real change by leveraging in resources from partner organisations, undertaking site specific monitoring and ensuring high levels of community engagement to establish long term awareness around health benefits, together with the introduction of appropriate measures.

- 3.7.2 Boroughs are strongly encouraged to consider air quality issues in producing their 2015/16 LIP Programmes of Investment, both in terms of the prioritisation of specific locations for interventions as well as the particular measures to be progressed.

- 3.7.3 Additional support above and beyond that provided through the LIPs process has been made available to boroughs and their partners to help tackle transport related air quality issues through the Mayor’s Air Quality Fund (MAQF), the key objectives of which are:

- To reduce air pollutant concentrations across London, particularly PM and NO₂, prioritising Air Quality Focus Areas,

- To communicate the issue of poor air quality and facilitate the engagement of the wider London population with measures to improve air quality,
- To ensure boroughs have an up-to-date Air Quality Action Plan (AQAP) and support projects that deliver specified air quality targets,
- To maximise investment by complementing and enhancing existing air quality programmes,
- To provide a clear understanding of the impact of different measures through robust monitoring, &
- To evaluate innovative measures through trials and investigations, share lessons learnt amongst other boroughs and more widely at a regional and national level.

3.7.4 Separate to LIP financial support, TfL has allocated £6m over three years (2013/14 to 2015/16) through the MAQF to support the implementation of innovative transport related air quality measures. TfL will look to increase resources available to around £20m over the period up to 2020/21 subject to the successful delivery and outcomes from this initial programme.

3.8 Freight

3.8.1 Delivery and servicing vehicles are essential for the economic success of London but they have a significant traffic impact, making up about 16 per cent of general traffic and up to 26 per cent in the morning peak in certain areas. As employment and population rise so does the need for more space for walking and cycling together with increasing numbers of deliveries which can create conflict over the demand for road space and kerbside access. Delivery and servicing requirements should therefore be considered at the start of the planning process.

3.8.2 TfL published 'Delivering a road freight legacy' in October 2013, setting out a two year programme of initiatives to address these challenges. Developed collaboratively with freight operators, customers and regulators (including boroughs), the programme sets out realistic and achievable levels of behaviour change and is available at www.tfl.gov.uk/freightlegacy.

3.8.3 A new longer term freight strategy is being developed to update the London Freight Plan and is scheduled for publication in summer 2015. Boroughs are encouraged to contribute to the development of this strategy and to use their LIP funding to contribute to the deliverables set out in these documents, particularly in the areas of: (A) Safety, (B) Design & Planning, and (C) Retiming and efficient deliveries, as outlined below.

A. Safety

3.8.4 Boroughs should consider targeted, balanced approaches to reduce the risk of collisions between commercial vehicles and cyclists / other vulnerable road users.

3.8.5 The Construction Logistics and Cycle Safety (CLOCS) project is working with over fifty major construction companies. It is seeking to improve the safety of HGVs and develop a performance based criteria for safer

vehicles, including reviewing existing technology. Contact freight@tfl.gov.uk for initiatives involving trials or review of technology.

- 3.8.6 The Fleet Operator Recognition Scheme (FORS) encourages operators to maximise the safety and sustainability of their vehicles and drivers. Borough and subcontracted fleets should have FORS Bronze accreditation as a minimum, and be working towards Silver/Gold recognition. They should also be considering how to promote the scheme at a local level. More information is available at www.fors-online.org.uk.
- 3.8.7 Boroughs should implement Work Related Road Risk (WRRR) requirements into their procurement strategy and monitor compliance to demonstrate their commitment to promoting safety. Guidance and the WRRR standard for the construction industry can be found at www.tfl.gov.uk/wrrrstandards.
- 3.8.8 Safe Urban Driving (SUD) training is promoted with emphasis given to borough and contracted fleets and those serving construction sites and new developments. Separate funding has already been made available to the boroughs under the Borough Cycling Programme through the three year 'Safer Lorries and Vans' initiative for the period of 2014/15 to 2016/17.

B. Design and Planning

- 3.8.9 Street Audit: freight mode (developed by Transport Research Laboratories Ltd on behalf of TfL) should be used to assess freight demand for road schemes and development proposals and to review parking and enforcement plans. The TfL Kerbside Loading Guidance and freight section of the (forthcoming) London Cycle Design Standards set out approaches to be followed in the design of schemes.

C. Retiming and efficient deliveries

- 3.8.10 Promoting out of peak hours delivery times and more efficient deliveries is encouraged. Boroughs should show how their own activities and those influenced by the planning process can achieve this by, for example, involvement in trials, codes of practice and quiet vehicle technology.
- 3.8.11 Consolidating loads to fewer vehicles is also encouraged as it reduces the number of trips and helps boroughs manage traffic flows. Different parties can work together within the supply chain or through consolidation centres, with last mile distribution by clean vehicles, bicycle or on foot also encouraged.

3.9 Statutory duties for a Local Authority to promote school travel

- 3.9.1 The Education and Inspections Act 2006 (clause 76 part 2) places a duty on local authorities to promote sustainable travel for journeys to, from and between schools and educational institutions – these are known as Sustainable Modes of Travel Strategies (SMOTS). Strategies must address four major requirements:

1. An assessment of the travel and transport needs of children and young people,

2. An audit of the sustainable travel and transport infrastructure within the authority that may be used when travelling to, from or between schools/institutions,
3. A strategy to develop the sustainable travel and transport infrastructure within the authority so the transport and travel needs of children and young people are better catered for, &
4. The promotion of sustainable travel and transport modes on the journey to, from and between schools and educational establishments.

3.9.2 The work of the school travel plan and STARS accreditation allows boroughs to fulfil these duties which can be promoted and supported as part of the borough's LIP programme. For further information visit tfl.gov.uk/younglondon.

3.10 Buses and other TfL services and infrastructure

3.10.1 London's bus network has been a huge success story over the past decade, with over two billion passenger trips now made by bus every year, accounting for around half of all UK bus trips. In addition, London's buses are now at their most reliable since regular records began more than 30 years ago and, over the past five years, real bus subsidy has been reduced by 40 per cent with London buses requiring a third less subsidy per passenger than other metropolitan areas.

3.10.2 Furthermore, bus journeys within the Capital are forecast to rise by around seven per cent a year while operated kilometres will remain the same to 2015/16 and then grow by around three per cent by 2021.

3.10.3 In order to support this growth it is essential that appropriate measures are taken to maintain an attractive and reliable service for bus users. This will also help boroughs to achieve the LIP targets relating to bus reliability as well as supporting wider objectives relating to sustainable travel, environment, regeneration and other matters. Accordingly, when developing schemes under their LIP programmes boroughs should include appropriate measures to ensure that bus journey times and reliability are maintained. Consideration should also be given to targeting bus congestion hotspots within the LIP programmes so as to introduce measures that allow buses to move more smoothly through busy junctions on the road network.

3.10.4 TfL's Business Plan also contains funding for bus priority, potentially including all types of road. We will be organising discussions with boroughs regarding this during the second half of 2014.

3.10.5 It is essential that effective consultation, engagement and communication takes place for any proposal that has an impact on buses or other TfL services or infrastructure. This includes proposals that could have an impact on bus routes, stops and terminal points/stands. For such schemes it will be necessary for early discussions to take place between the borough and TfL to determine the acceptability of the proposals.

3.11 Bus Stop Accessibility

- 3.11.1 The importance of improving accessibility for all is highlighted in the Mayor's publication 'Your Accessible Transport Network' (Dec 2012), which sets a target for 95% of all bus stops to be accessible by the end of 2016.
- 3.11.2 Of the 16,800 bus stops on borough roads 4,400 currently require physical works to make them accessible. Each year through the LIP programmes (Principal Road Maintenance, Major Schemes and Corridors, Neighbourhoods and Supporting Measures) approximately 430 bus stops are treated and TfL is keen to see this level of LIP investment sustained as this in itself would increase the number of accessible stops from the current 75% to 80% by the end of 2016/17. However, to achieve the 95% target requires additional investment and TfL has therefore allocated dedicated funding to support bus stop accessibility works up to and including 2016/17.
- 3.11.3 This investment will enable achievement of the 95% target but only if boroughs also continue to prioritise bus stop accessibility works within their LIP investment programmes. Boroughs are therefore encouraged to include such works either as discrete activities or within wider corridor or neighbourhood schemes in their LIP Programme of Investment.
- 3.11.4 TfL's Borough Projects and Programmes team will contact each borough directly to discuss the potential for complementary bus stop accessibility funding, as well as providing specific information on the stops that require treatment and the necessary works.

3.12 Crossrail Complementary Measures

- 3.12.1 Crossrail services are due to commence during 2018/19 with the new service bringing significant benefits to London. In order to gain the most from the investment the local areas around stations need to be integrated with the new transport infrastructure. This will ensure the new stations are easily accessible and attractive to potential passengers as well as contributing to the achievement of broader economic, social, and environmental objectives.
- 3.12.2 The principle of joint support for urban realm/transport interchange schemes outside Crossrail stations was agreed in 2010 by all stakeholders (Crossrail, TfL, Network Rail, DfT and all authorities on the Crossrail route) as part of a Memorandum of Understanding, which was subsequently endorsed by the Mayor and the then Secretary of State for Transport.
- 3.12.3 It was acknowledged that funding for these projects would need to be found from three sources; TfL, Crossrail/Network Rail and other third parties (including borough contributions) with the master planning process used to inform the improvements to be taken forward.
- 3.12.4 TfL has identified £28.5m to be spent over four financial years (2015/16 - 2018/19) for improvements around Crossrail stations within the Greater London area. Crossrail are separately committing £30m to deliver the reinstatement urban realm works at central London stations and Network

Rail are investing approximately £6m towards station urban realm improvements as part of their work on the surface masterplan stations.

- 3.12.5 Crossrail Complementary Measures (CCM) funding supports TfL's ambition and priority to see improvements outside every Crossrail station in London in order to deliver an enhanced urban realm and transport interchange for the public. TfL's CCM funding will be predominantly used for the core area works at stations outside the central area, although consideration would be given to supporting complementary works at other stations if available funding permits.
- 3.12.6 A joint Working Group (the 'Crossrail Complementary Measures Working Group') comprising of borough nominees and TfL and Crossrail representatives, was established in early 2013 to agree the process for allocating the TfL funding. Through the Working Group, a three stage submission process has been developed:
- Stage 1 – The Scoping Application,
 - Stage 2- The Confirmation Application, &
 - Stages 3 – The Reporting Checklist.
- 3.12.7 The guidance detailing the CCM funding process was issued to all boroughs along the Crossrail route in April 2014 with submissions due back to TfL by 1 August 2014. A copy of the Crossrail Complementary Measures Funding Guidance is available on the Borough Extranet at: <http://boroughs.tfl.gov.uk/default.aspx>.
- 3.12.8 As indicated above, the TfL CMM funding is primarily to support the core area works at stations outside the central area. The balance of funding for the wider Crossrail improvements will therefore need to come from other sources including developer and borough contributions. Relevant boroughs may also wish to consider prioritising these works as part of the Corridors & Neighbourhoods programme within the LIP Annual Spending Submission to ensure sufficient resources are available to implement the wider agreed improvements. *Note: whilst a borough may wish to prioritise the urban realm improvement schemes in the wider area away from the stations as part of a future LIP Major Schemes bid, no guarantee can be provided by TfL that such bids would be successful in the timescale of the CCM funded works, or even at all.*

4.0 LIP FUNDING

4.01 LIP financial assistance is provided by TfL under Section 159 of the GLA Act 1999. The funding is provided to support local transport improvements that accord with the Mayor's Transport Strategy Goals and Outcomes. Use of the funding for purposes other than those for which it is provided may result in TfL requiring repayment of any funding already provided and/or withholding provision of further funding. TfL also retains the right to carry out random or specific audits in respect of the financial assistance provided. Further information on the financial matters relating to the provision of LIPs funding is provided in the 'LIP Finance & Reporting Guidance' (July 2013), which is available from: <https://boroughs.tfl.gov.uk/default.aspx>.

4.02 The LIP funding provided by TfL is to support works on the roads for which the London boroughs are the highway authority as well as for complementary activities such as road safety education. LIP funding should not be used to fund works on non-borough roads (such as the Transport for London Road Network) or non-borough controlled land (such as London Underground). If a borough is considering using LIP funding to support a proposal which would involve work on assets that are not its own, the proposal should be discussed and agreed with TfL in advance of a formal submission being made under the Annual Spending Submission process.

4.03 TfL has identified significant increases in complementary funding to support key Mayoral priorities such as cycling, bus stop accessibility and air quality in addition to the financial assistance provided to the London boroughs through the LIP process. It is essential that boroughs also prioritise these activities within their LIP Annual Spending Submissions in order to access this complementary funding. This will ensure the maximum value is being achieved from TfL's complementary support to the London boroughs in delivering these Mayoral objectives. Boroughs should also seek to maximise the level of funding available from other sources, for example their own funding, contributions from the private sector or other government grants. LIP funding from TfL will be allocated to boroughs for:

Funding Programme	2015/16
Principal Road Maintenance	£23m
Bridge Strengthening	£8.6m
Major Schemes	£26m
Traffic Signal Modernisation	£13.8m
Corridors, Neighbourhoods and Supporting Measures ¹¹	£76.4m
TOTAL	£147.8m

¹¹ Note: Funding will also be top sliced from this programme budget to provide support for local transport initiatives, borough officer training and partnerships (see section 4.4).

4.04 The LIP financial assistance will continue to be managed through the Borough Portal. This is a web based tool developed by TfL to manage allocation of funds, reporting, forecasting and subsequently claiming of funding. It is essential that the information on the Borough Portal is kept up to date to enable TfL to accurately forecast spend and ensure correct records are maintained on planned, current and historic expenditure. TfL will continue to pay boroughs for LIP projects in arrears, as soon as they provide information to show that the work has been completed.

4.1 Principal Road Maintenance and Bridge Strengthening

4.1.1 Boroughs are required to identify proposals for principal road maintenance within their Programmes of Investment, including details of the priorities and criteria that will be used to identify proposed areas of spend.

4.1.2 For 2015/16, applications in relation to Principal Road Maintenance (PRM) and Bridge Assessment & Strengthening (BAS) should be made directly onto the Borough Portal. The indicative funding available for each borough under PRM is based on an assessment of need taken from the most recent condition surveys: these figures are provided in Appendix 2. It is recommended that boroughs submit proposals for approximately 25% above their indicative funding to enable reserve schemes to be readily brought forward if required. *Notes: (1) £1.0m of the PRM funding for 2015/16 has been reserved for boroughs principal road condition surveys and some provision has also been made for emergency/urgent works across the 33 London boroughs (2) the distribution of the additional DfT funding for road repairs, which was allocated by the Secretary of State in March 2014, was notified to the London boroughs by TfL in April 2014 and is separate to the LIPs support identified in this Guidance.*

4.1.3 Boroughs are requested to ensure that where resurfacing and/or reconstruction is programmed a kerb height of at least 100mm is maintained within the vicinity of the bus stop flag in order to improve bus stop accessibility (note: TfL is able to supply details of those bus stops where maintenance works on the Principal Road Network are co-located). More detailed advice on accessible bus stops can be found at: <http://www.tfl.gov.uk/cdn/static/cms/documents/accessible-bus-stop-design-guidance.pdf>.

4.1.4 In respect of BAS applications, full supporting information must also be submitted to the London Bridge Engineering Group (LoBEG) 'BridgeStation' website <http://www.bridgestation.co.uk>. Submissions will then be prioritised and funding awarded according to pan-London requirements and available resources. The submission to the LoBEG website must include the completion/update of the borough structure registers. Boroughs must also ensure that BridgeStation contains full inventory details of all bridges strengthened to date and those still to be considered for strengthening. It should be noted that no application will be considered either by LoBEG or TfL unless this information has been provided in full.

4.2 Major Schemes

4.2.1 The focus of the Major Schemes programme is on delivering a small number of high value schemes that make a transformational improvement while also supporting the objectives of economic growth and quality of life. Major schemes should also contribute to wider policy objectives, including supporting sustainable travel and delivering a reduction in casualties, particularly amongst vulnerable road users. Boroughs can apply for a proportion of the required funding from the Major Schemes programme for schemes costing more than £1m. For schemes with a total project cost above £2m, a business case must also be submitted and a design review carried out.

4.2.2 Boroughs planning to bid for Major Schemes funding are required to include the following within their 2015/16 Programme of Investment:

- Outline details of Major Schemes being considered, &
- The relative priority attached to schemes if more than one scheme is referenced.

4.2.3 Funding for Major Schemes is awarded through a competitive bidding process which follows a three-step progression described in detail in the Guidance for Submission of Major Schemes (available on the Borough Extranet <https://boroughs.tfl.gov.uk/737.aspx#>). Step One (scheme justification) applications for Major Schemes funding should provide sufficient detail so as to give a complete overview of the project. It should explain the reasons for the project, identify the objectives, key components, estimated costs and delivery programme. The written information must be supported with sufficient photographic and/or drawn information such as layout plans, images and visualisations to give a good “at a glance” description of the proposals. Boroughs are advised that the Step One pro forma has been updated for 2015/16 and can be downloaded from the Borough Extranet: <http://boroughs.tfl.gov.uk/default.aspx>.

4.2.4 Any new Step One application for 2015/16 should be submitted separately to TfL by close of play on **Friday 5 September 2014**. The Step One pro forma and supporting information should be uploaded onto the LIP Funding Document Management system, which is available via the Borough Portal, to avoid difficulties with large file sizes. A covering e-mail should also be sent to boroughprojectsandprogrammes@tfl.gov.uk, marked for the attention of Anthony O’Keeffe, Senior Borough Programmes Officer, confirming that the Major Scheme application has been uploaded. The Borough Projects & Programmes Team is available to support the preparation of Step One applications; contact details are set out at Appendix 5.

4.3 Traffic Signals

4.3.1 Careful consideration should be given to the appropriateness of new traffic signals and such facilities should only be proposed where there is no feasible and/or cost effective alternative (please refer to Sections 4.8 and

4.9 of the Second LIPs Guidance). Boroughs are also encouraged to consider removing any existing signals that are no longer considered necessary or are no longer serving the purpose for which they were originally introduced.

4.4 Top-sliced funding

4.4.1 Funding is top-sliced from the Corridors, Neighbourhoods and Supporting Measures programme budget for the following:

- Local Transport Funding,
- Borough Officer Training and Apprenticeships, &
- Partnership Support.

4.4.2 In respect of the latter, TfL provides LIP funding to five sub-regional partnerships (Central, East, North, South and West) and one pan-London partnership (the London European Partnership for Transport - LEPT) to support member authorities in undertaking transport planning, co-ordination, sharing best practice and securing funding and third party support. A review by member authorities in 2013 of the five sub-regional partnerships confirmed support for their continuation to 2016/17. A similar review of LEPT will be conducted during 2014 with all boroughs.

4.4.3 The breakdown of the reserved top-sliced funding for Partnerships and the commitments under Local Transport Funding and Borough Officer Training/Apprenticeships is provided in Appendix 1.

4.5 Corridors, Neighbourhoods and Supporting Measures

4.5.1 Indicative allocations to boroughs are determined using a needs-based formula that is focused on achievement of objectives and outcomes. The formula assesses need on the basis of a set of metrics relating to four transport themes:

- Public transport – bus reliability, bus patronage,
- Road safety – monetary value of all casualties (killed, serious and slight) on all roads in the borough,
- Congestion and environment – vehicle delay, CO₂ emissions from transport, &
- Accessibility – residential population weighted by index of deprivation.

4.5.2 The indicators included in the formula are intended to reflect both:

- The scale of the borough and its transport demand / network (number of bus users, residential population, etc.) to ensure that larger boroughs with more users get extra funding) &
- Policy outcomes or severity of transport problems (casualties, bus punctuality, etc.) to ensure funding is directed to boroughs where it is needed most and can make the biggest difference.

4.5.3 The metrics within the formula remain unchanged from those agreed with London Councils and London Technical Advisers Group (LoTAG) in 2010 although the data has been updated to ensure it reflects the most recent

available information (for example, residential populations have been updated to reflect the 2011 Census data).

4.5.4 The individual allocations to each borough under the Corridors, Neighbourhoods and Supporting Measures programme for 2015/16 are shown at Appendix 2.

4.5.5 Details of the proposed projects within the Corridors, Neighbourhoods and Supporting Measures programme for 2015/16 should be included within Pro forma A, together with the required information on impacts on TfL services or facilities, traffic signal requirements and other matters.

4.6 Highways Maintenance Efficiency and the London Highways Alliance Contracts

4.6.1 Faced by increasing demand for services and reductions in core revenue funding, the London boroughs and TfL continue to look for opportunities to find innovations and efficiencies in transport programme delivery. The Department of Transport sponsors the [Highways Maintenance Efficiency Programme \(HMEP\)](#) and the 2013 Spending Review announcement included the statement that *'it is important that funding allocated for highways is clearly linked to adopting efficiency principles such as those produced through HMEP to ensure that the best possible value for money is achieved'*.

4.6.2 HMEP's vision for the highways sector is to *'deliver 15% savings by 2015 and 30% or more by 2020, transforming delivery so that roads and services are improved'*. TfL shares this vision for London, and has achieved savings of over 15% on its previous delivery arrangements through the collaborative London Highways Alliance Contracts (LoHAC). Further details can be found at: <http://www.tfl.gov.uk/corporate/about-tfl/what-we-do/roads/london-highways-alliance-contract>

4.6.3 TfL is keen to ensure that schemes delivered using LIP financial assistance maximise opportunities for efficiencies. Accordingly TfL expects to see LoHAC used for LIP funded schemes where these offer better value for money than individual borough contracts. In working towards achievement of this objective, TfL has agreed with LoTAG a set of principles based on collaboration and engagement. These principles, together with further information on the engagement process, auditing and benchmarking are provided in Appendix 4.

4.6.4 The details of these arrangements will be developed in partnership with LoTAG and further information will be shared with the boroughs during 2014.

4.7 LIP Schemes on Borough Principal Roads and the Strategic Road Network (SRN)

4.7.1 TfL will need to review the proposed construction plans for all LIP funded schemes on Borough Principal Roads and the Strategic Road Network (SRN). You are therefore requested to submit the construction plans for any such schemes in 2015/16 for review by TfL via the TMA Notification Process. Further details on the TMA process can be found on the

LondonWorks website www.londonworks.gov.uk. Please note this does not replace the full TMA approvals process which applies to any scheme on the SRN or Transport for London Road Network.

5.0 PRO FORMA A

5.01 Boroughs should use the enclosed spreadsheet to provide details of proposals under Corridor, Neighbourhood & Supporting Measures and Major Schemes within the 2015/16 Annual Spending Submission. Once the programme has been agreed by TfL the information on individual schemes must then be uploaded onto the Borough Portal. *Notes: (1) as indicated in section 4.1, applications in relation to Principal Road Maintenance and Bridge Assessment & Strengthening should be made directly onto the Borough Portal (2) scheme information when entered on the Borough Portal must include certain additional details, such as the geo-coordinates of the proposed works and the forecast Value of Work Done (VOWD).*

5.02 A short 'Reference Guide' is provided in the first tab of the Pro forma A spreadsheet to provide advice on the information required within the different cells. Other points to note are as follows:

- Funding sources: details should be provided of where the required project funding will come from, including sources other than LIP financial assistance, e.g. council capital and revenue funding, developer funding or government grants (such as air quality grants from Defra).
- Expected main MTS outcomes: these are detailed in Table 2.1 of the Second LIPs Guidance and repeated within the spreadsheet for ease of reference. Boroughs are asked to identify those outcomes which are most relevant to the proposals (selecting a maximum of ten).
- Road Task Force Street Types: If Boroughs are yet to complete the decision making process for a scheme location, they are asked to enter a provisional street type within their Pro forma A in the cell, "Borough provisional". If the scheme location has already been classified with an endorsed position then Boroughs should note the agreed street type within their Pro forma A in the cell, "Borough agreed". The "not applicable" field applies to entries which are campaigns, strategies or resources only.
- For activities within the 2015/16 programme the following information should also be provided:
 - **Impacts on TfL Services or Infrastructure:** it is essential that effective consultation, engagement and communication takes place for any proposal that has an impact on buses or other TfL services or infrastructure. This includes proposals that could have an impact on bus routes, stops and terminal points/stands. For such schemes it will be necessary for early discussions to take place between the borough and TfL to determine the acceptability of the proposals.
 - **Road humps:** boroughs are strongly encouraged to avoid the use of road humps. In a press release issued by the Mayor on 28 November 2008 he advised that "*Road humps are often simply a lazy way of delivering slower speeds, and also do little to encourage people to walk, cycle and spend time using their streets. I want to encourage councils to be bold and to think much more creatively about ways of achieving slower speeds, and creating better streets.*" Accordingly, all other options should be exhausted before consideration is given by boroughs to the

potential use of vertical deflections such as road humps and speed cushions. TfL may require further discussions to determine the acceptability of the proposals where such measures are considered by a borough to be the only option.

- **Scheme requirements:** if boroughs would like monitoring data to be provided by TfL for collisions or bus journey times, or for road safety audits to be undertaken for specific schemes, this should be identified within the LIP Annual Spending Submission pro forma.

5.03 2015/16 LIP Annual Spending Submission returns, including Pro forma A, must be made to TfL by **Friday 3 October 2014**. Boroughs should e-mail their submission, together with a covering letter to:

boroughprojectsandprogrammes@tfl.gov.uk, marked for the attention of David Rowe, Head of Borough Projects & Programmes, TfL Surface Transport, Palestra, 197 Blackfriars Road, London SE1 8NJ.

5.04 The submissions will be reviewed by TfL to ensure the key requirements set out within this Guidance and accompanying advice have been met. Where a borough's Annual Spending Submission meets these requirements it will be approved. TfL may request additional information, or a revised submission within a given timescale, where the requirements have not been met.

6.0 ANNUAL REPORT ON INTERVENTIONS AND OUTPUTS

- 6.01 Outputs from individual schemes or packages of schemes delivered during the course of the financial year should be reported each July using Proforma C within the Second LIPs Guidance. This replaces the need for spend and delivery information to be reported on a bi-monthly basis although boroughs are required to keep their live Programmes of Investment up to date on the Borough Portal.
- 6.02 The 2013/14 annual report on interventions and outputs should be submitted to TfL by **Friday 11 July 2014** and should be sent to: boroughprojectsandprogrammes@tfl.gov.uk.

7.0 ADVICE AND SUPPORT

7.01 Contact details for the Borough Projects & Programmes team and Road Maintenance and Bridges officers are provided at Appendix 5.

Appendix 1 – Breakdown of 2015/16 Top Sliced LIP Funding

Top Slice	£m	Comments
Borough officer training	£0.35	This relates to the Borough Apprenticeship Programme, further details for which can be found on the Borough Extranet.
LEPT	£0.14	Partnership reviews with member authorities of the five sub-regional partnerships were conducted during 2013 and confirmed the continuing support for these arrangements to 2016/17. A similar review for LEPT will be conducted with all boroughs during 2014. Following the review, funding will either be confirmed for 2015/16 and 2016/17 to LEPT, or if it is decided by the member authorities that the partnership is no longer required, the funding will be re-distributed amongst all boroughs through a re-allocation to the Corridors, Neighbourhoods and Supporting Measures programme.
South London sub-regional partnership	£0.15	
East London sub-regional partnership	£0.17	
North London sub-regional partnership	£0.12	
Central London sub-regional partnership	£0.15	
West London sub-regional partnership	£0.14	
Local Transport Funding	£3.30	£100k payment for each borough to spend on transport projects of their choice that support the delivery of the Mayors Transport Strategy
Total	£4.52	

Appendix 2 - 2015/16 Allocations for Corridors, Neighbourhoods & Supporting Measures, Principal Road Maintenance and Local Transport Funding

Borough	Corridors, Neighbourhoods & Supporting Measures (£,000)	Principal Road Maintenance (£,000)	Local Transport Funding (£,000)
Barking and Dagenham	1,498	£569	100
Barnet	3,300	£1,105	100
Bexley	1,647	£1,157	100
Brent	2,461	£912	100
Bromley	2,400	£1,019	100
Camden	2,258	£498	100
City of London	924	£134	100
Croydon	2,693	£999	100
Ealing	2,898	£859	100
Enfield	2,969	£1,208	100
Greenwich	2,436	£897	100
Hackney	2,069	£311	100
Hammersmith & Fulham	1,711	£538	100
Haringey	2,055	£571	100
Harrow	1,390	£787	100
Havering	2,173	£569	100
Hillingdon	2,596	£922	100
Hounslow	2,549	£651	100
Islington	1,774	£377	100
Kensington & Chelsea	1,666	£287	100
Kingston	1,393	£508	100
Lambeth	2,827	£491	100
Lewisham	2,216	£366	100
Merton	1,500	£637	100
Newham	2,304	£918	100
Redbridge	2,343	£642	100
Richmond	1,674	£973	100
Southwark	2,502	£545	100
Sutton	1,283	£200	100
Tower Hamlets	2,365	£321	100
Waltham Forest	2,021	£725	100
Wandsworth	2,528	£357	100
Westminster	3,375	£950	100
TOTAL	71,800	22,000²	3,300

² Note: £1m has been held back for emergency works and the annual Principal Road maintenance surveys.

Appendix 3 - Promoting cycling through workplaces

The TfL Cycling Workplace Scheme is available to London organisations with five or more employees (including the London boroughs). The scheme aims to increase commuter cycling by breaking down barriers to cycling, such as a lack of cycle parking or concerns around cycle safety.

Free products and services are available including cycle parking³, cycle safety seminars, cycle safety checks, bike security marking, workplace commuter cycle skills (cycle training), online and printed materials, advice and guidance.

To access the scheme, London employers complete a registration form online at the Cycling Workplaces Portal - www.tfl.gov.uk/cyclingworkplaces⁴. After completing registration (which includes agreeing to the terms and conditions and completing a short staff travel survey), a number of credits will be allocated to the organisation to order products and services through the online shop. The number of credits allocated to an individual organisation will depend on the company size.

The scheme is centrally funded by TfL and the products and services offered through the scheme are funded via a Section 159 agreement with the relevant organisation. Because of this centrally funded scheme, boroughs are not able to use any separate TfL funding (eg. LIP, mini-Hollands or Borough Cycling Programme) to deliver similar workplace cycling activities, including for their own premises or staff.

If boroughs are interested in promoting the TfL scheme through local business networks and channels, the Cycling Workplace web address can be promoted. The TfL Business Engagement Team are also able to provide boroughs with printed leaflets and information that can be distributed to local employers in the borough. To request materials to promote to local businesses and for further information on the scheme, please email cyclingworkplaces@tfl.gov.uk.

³ TfL supplies the product-only, the organisations pays for installation

⁴ Due to the terms and conditions of the scheme, individual organisations must not be registered by a third party (e.g. a borough).

Appendix 4 – Highways Maintenance Efficiencies and LoHAC

General

London's highway authorities have a range of delivery models for highway related works and a wealth of knowledge and experience in the management and delivery of both capital and operational outcomes. It is widely recognised that there are substantial benefits and efficiencies to be leveraged from collaborative working and peer-to-peer challenge and review of our respective arrangements and longer term strategies. Benefits and efficiencies can be derived from sharing good practice and lessons learnt, and sharing contracts, services and/or resources.

Proposed Approach

It is proposed that a collaboration and engagement mechanism for highway service delivery is established under the LIP process. The proposed mechanism is based on a set of principles developed by LoTAG members and TfL.

Principles

The collaboration and engagement principles are:

- Working together to the benefit of all London's road and infrastructure users and beneficiaries,
- Openly and honestly sharing data and information on a non-selective basis,
- Acknowledging that one size and/or one approach does not fit all,
- Acknowledging that drivers and constraints differ between authorities,
- Accepting that there are potential savings and efficiencies to be achieved from working collaboratively and maximising the use of finite resources,
- Striving for continuous improvement and efficiency, understanding the true cost and value rather than price,
- Learning from one another to make better informed choices to drive value for money, &
- Each borough should publish its Asset Management Plan so that asset investment strategies are understood in parallel with service delivery strategies.

Engagement Approach

Under the LIP programme a panel of Borough/TfL representatives (appointed in conjunction with LoTAG Groups 1 and 2) will meet with boroughs to discuss their:

- Arrangements and contracts for delivering LIP projects,
- Techniques for assessing, reviewing and delivering value for money – and establishing what the key value for money and service delivery considerations are for each borough,
- Outputs and information provided from the LoHAC Annual Report, &
- Longer terms strategies for delivering highways services.

The panel will share good practice and provide advice and guidance where appropriate while also recording examples of good practice from each borough. Accordingly, each borough is required to meet with the Borough/TfL Review Panel or an agreed representative on an annual basis.

Audits

The Review Panel will undertake a 'light touch' audit of a sample of LIP schemes each year. This audit will seek to identify examples of good practice, examples of efficiency best in class and lessons to be learnt. The audit will also take a view on value for money.

Important: the audit is separate from and does not replace or remove the LIP claims audit process as set out in the *LIP Finance & Reporting Guidance* published in July 2013.

Benchmarking

The Borough/TfL Review Panel will develop a set of backward and forward looking metrics that help inform the review and comparison of highway services and contracts in London.

Appendix 5 – TfL Contacts

Name:	Title/Subject:	Contact No:	Email address
David Rowe	Head of Borough Projects & Programmes	Tel: 020 3054 4181	Davidrowe@tfl.gov.uk
Peter McBride	Regional Borough Programme Manager (South)	Tel: 020 3054 0862	Peter.McBride@tfl.gov.uk
Daniel Johnson	Regional Borough Programme Manager (Central)	Tel: 020 3054 4710	Danieljohnson@tfl.gov.uk
Julie Clark	Regional Borough Programme Manager (East)	Tel: 020 3054 0850	julieclark@tfl.gov.uk
Scott Lester	Regional Borough Programme Manager (North and West)	Tel: 020 3054 0802	Scott.lester@tfl.gov.uk
Anthony O’Keefe	Major Schemes	Tel: 020 3054 4989	Anthonyokeefe@tfl.gov.uk
Duro Basic	Principal Road Maintenance and Bridge Strengthening	Tel: 020 3054 1129	Duro.Basic@tfl.gov.uk
Tony Clark	Borough Portal Support	Tel: 020 3054 4994	bspsupport@tfl.gov.uk