Travel Brent

Brent Council's Local Implementation Plan 2011-2014

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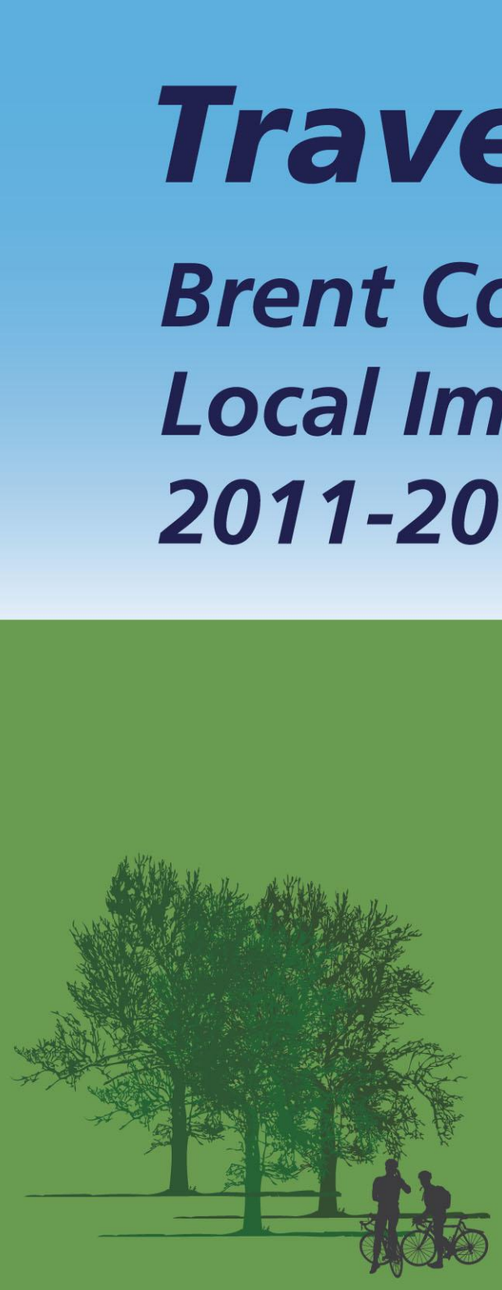

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Foreword by Councillor Jim Moher, lead member for Transportation

All London Boroughs are legally required to prepare a Transport Plan (Local Implementation Plan or 'LIP') in the form of a document setting out how they intend to implement the Mayor of London's Transport Strategy in their particular borough. This document forms Brent Council's Final (second) Local Implementation Plan and was submitted to Transport for London at the end of July 2011.

The Mayor of London, Boris Johnson, published the Mayor's Transport Strategy (MTS) in May 2010. Simultaneously, a guidance document stipulating how boroughs were to prepare their MTS supportive LIPs was issued. Transport for London (TfL) required boroughs to submit a draft LIP in December 2010.

Brent's second Local Implementation Plan is a statutory document. It is prepared as a requirement of Section 145 of the Greater London Act 1999. The Plan presents how Brent Council will facilitate delivery of the overarching Goals, Challenges and anticipated Outcomes – and other locally and sub-regionally important objectives - contained within the London Transport Strategy[1].

Brent's first LIP covered the period 2006/07 to 2010/11. This new LIP attempts to address longer-term aspirations, particularly those featuring in the revised (May 2010) MTS. However, the key period supported by tangible delivery proposals is 2011/12 – 2013/14. Whilst this LIP sets out the boroughs position on longer-term aspirations presented in the MTS, the reader is asked to note that the three year programme of investment forms the central plank of this document and the fact that longer-term proposals have less certainty as to the availability of future funding with which to deliver them.

Meanwhile, I wholeheartedly endorse and support this visionary and progressive document and I hope you find it as useful to read as both myself and Cllr James Powney, lead member for the Environment have. The Council can be proud of achievements to date documented at the beginning of the LIP.

Whilst it is clear to me that things are moving in the right direction in terms of improving Brent's transportation infrastructure, we must not rest on our laurels. Both myself and my fellow Members have confidence that the LIP will bring about further improvements and successes and we will be following implementation with great interest our full support!

Cllr Jim Moher,

Lead Member for Transportation, Brent Council.

[1] To see a full copy of the (May 2010) Transport Strategy, go to the internet and cut/paste or type:
http://www.london.gov.uk/publication/mayors-transport-strategy

Section 1: Introduction

1.1 Welcome to Brent's Second Implementation Plan. Following this introduction, you are presented with three main sections:

Section 2: Borough Transport Objectives

The main part of Section 2 follows a short resume of progress over the course of LIP 1 (2006-2011). It begins with presenting the geographical context of the borough and set out evidence based objectives which look towards 2031, the period covered by the Mayor's Transport Strategy. Here, the Council identifies it will work towards the 6 MTS goals of:

- **Supporting economic development and population growth;**
- **Enhancing quality of life for all Londoners;**
- **Improving safety and security of all Londoners;**
- **Improving transport opportunities for all Londoners;**
- **Reducing transport's contribution to climate change, and improving its resilience**
- **Support delivery of the London 2012 Olympic and Paralympic Games and its legacy**

This section present other key considerations strongly linked to the Borough's transport issues and aspirations, including the need to drive forward regeneration and make a noticeable difference to people's lives across the borough.

Section 3: Delivery Plan 2011-14

Section 3 of this document comprises a costed and fundable programme of "interventions", which will include the new LIP areas of 'Corridors and Neighbourhoods', 'Smarter Travel' and 'Maintenance'. The Council is required to identify how interventions will deliver the Mayor's higher profile outputs of:

- **Cycle superhighway schemes;**
- **Cycle parking;**
- **Electric vehicle charging points;**
- **Better Streets;**
- **Cleaner local authority fleets;**
- **Street trees.**

The programme for 2011-12 had to be submitted in advance of the main (draft) LIP document been prepared, in October 2010.

Section 4: Performance Monitoring Plan

TfL have identified the following statutory indicators:

- **Mode share;**
- **Bus reliability;**
- **Asset condition;**
- **Road traffic casualties;**
- **C02 emissions.**

All London boroughs are requested to identify and agree with TfL appropriate targets in these areas and TfL suggested that boroughs may choose to adopt other (locally appropriate) targets. Brent will consider this, subject to the availability and appropriateness of the available data-sets for the borough.

Improving the urban realm in Willesden Green. This is an artist's sketch of the junction near Willesden library. A large amount of road-space was reallocated to footways as part of this Walking and Accessibility intervention which spans LIP-1 and LIP-2.

1.2 Consultation

The consultation and community engagement approach to LIP-2 is underpinned by officers attending the Council's Area Consultative Forums on a regular basis. This has included the Summer and Autumn Area Consultative Forums and representation will be made at the Winter (January 2011) Area Forums.

Statutory Consultees are the Greater London Authority, Transport for London, the Brent Disability Forum, the Metropolitan Police and Brent's seven neighbouring boroughs, as follows:

- **London borough of Barnet;**
- **London borough of Camden;**
- **London borough of Ealing;**
- **London borough of Hammersmith & Fulham;**
- **London borough of Harrow;**
- **Royal Borough of Kensington & Chelsea;**
- **London borough Westminster.**

The key 'non-statutory' consultees were identified as the West London Alliance and Brent Cyclist (part of the London Cycle Campaign – LCC).

Copies of the draft LIP were deposited in the Council's Town Hall, 'One-Stop' outlets and borough libraries, as well as published on the council's website at: http://www.Brent.gov.uk/transportation.nsf/ along with a feature article printed in the February 2011 edition of Brent Magazine. A final report will be taken to the Council's Highways Committee in July 2011 - prior submission of the Final Draft to TfL/GLA at the very end of July 2011.

European Directives require a Strategic Environmental Assessment to be provided with the LIP and in line with good practice, a thorough Equalities Impact Assessment (E.I.A) was prepared. Care was taken to ensure that this document met the requirements of the Disability Discrimination Act 2005 and the Network Management Act 2004.

1.3 Demonstrable progress throughout LIP 1, 2006-2011

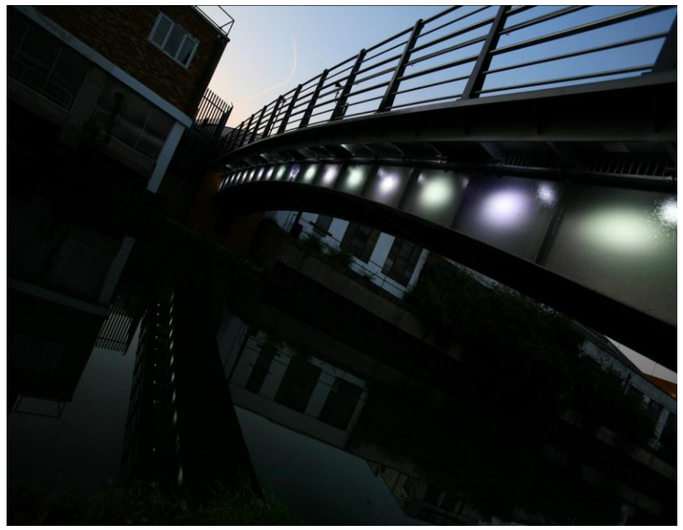
A number of lessons were learned throughout and following the production of the first Local Implementation Plan (LIP-1). The feedback was that it was an unwieldy document, largely but not wholly due to the guidance document it sought to comply with. Superfluous charts, tables and technical appendices meant that the length/size of LIP-1 meant that not many people beyond Council offices read or referenced it, rather defeating the object of a useful borough-based, locally supportive transport plan. This was a shared view across London boroughs/London Councils.

Transport for London recognised this and encouraged London Borough officers attending events during 2009 and 2010 so they had a better understanding of TfL's desire to see a LIP that is locally relevant and useful, as well as something of genuine interest to pick up and read. Therefore, the intention here has been to produce a document that fulfils this aspiration. The Council hopes that the content and the way the text and supporting illustrations are presented, appeals

to everybody. Officers and Councillors at Brent Council always welcome your feedback!

Before the document begins, I would like to touch on the fantastic progress the borough made over the lifetime of the previous Local Implementation Plan which was prepared way back in 2004-2005 and has a lifespan from 2006-2011.

In 2008 the Council won a Transport for London **'Contribution to Sustainable Transport'** award - and further recognition for having the highest number of 'live' workplace travel plans in the borough.



"Grand Union Bridge", an award winning initiative introduced over the course of Brent's first Local Implementation Plan

To reflect the changes made to the Mayor's Transport Strategy and Transport for London's amendments to the Local Implementation Plan process and arrangements, a radical overhaul of structural arrangements in Brent's Highways Authority took place over the duration of LIP-1. Change driven by an aspiration and desire to maintain our position at the forefront of the most progressive transport policy, design and implementation initiatives in the Capital and of course, more lately, to reflect the economic parameters within which all organisations now have to face up to.

By creating a unique and visionary 'Policy & Design' section, the Council set out to ensure that changes in policy at a local, sub-regional and indeed, national level, are reviewed and embraced with greater haste and that the evidence appears on-street. Timely too, because the Council met target of achieving this before the Mayor's (May 2010) Transport Strategy was launched. This is bearing fruit already. Our 'new way of working' has further bolstered the confidence of teams to embrace key challenges such as imminent preparation of our 2nd Local Implementation Plan which will support the new Mayoral requirements in 2010.

This success has been recognised internally and externally. Brent's Transportation Service continued its accreditation to the OHSAS 18001 Health and Safety standard, and (the only London Borough Transport service to meet this standard), as well as ISO9001 Quality management and ISO14001 Environmental Management Systems. The Transportation Service won the award for best Management Systems at the 2009 London Excellence Awards for its "most robust set of unified systems, processes and management information – providing unified organisational management and strong results", achieving 2009 strategic objectives 1, 2 and 5.

At the London Transport Awards, the service won the 'Most Improved Transport Borough' in recognition the Service's continued improvement in road casualty reduction (where 2010 targets have already been achieved), sustainable transport promotion and facilitation and for the innovative Wembley Stadium Parking Scheme and was also runner up for 'Transport Borough of the Year'. The service was also highly commended at the LT awards for its work on injury inequality targeting road safety education to ethnic minorities in the borough through non-verbal media. For 2010, the service has been by short-listing in 3 categories at the 2010 London Transport Awards (results to be announced).

No less prestigious but at a local level, the Service received an award amongst the 2009 Brent Awards for collaborative working with the Kensal Triangle Residents Association on major improvements to the Harrow Road/Wakeman Road junction – demonstrating the Services commitment to the Customer First agenda. At the same award ceremony the service received the "promoting diversity, equality and social inclusion" award. This was for an innovative road safety awareness project to tackle the disproportionately high risk of traffic

injuries amongst children from minority ethnic backgrounds and demonstrated the Service's commitment to the addressing inequality within Brent.

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News

Success for council team as their work is marked by three awards

Transport triumph!

Public transport in the borough was recently crowned the most improved in London over the last year - one of three awards scooped by the council.
Brent Council's Transportation Service won the accolade at the London Transport Awards last month, after a raft of measures which have seen a massive drop in road deaths and injuries and better sustainable travel. Reporter WILL DAVIES studies the secrets of their success

In the mood for celebration, above and below: The Brent Council transportation team at Wembley's White Horse Bridge with, kneeling in front, Phil Rankmore, head of major projects, *left*, and Adrian Pigott, principal transport planner.

THE jubilant staff in Brent Council's Transportation Service are getting used to picking up trophies.

As well as their triumph at the London Transport Awards, they also won two awards in 2008.

One was for improving transport infrastructure and services to Wembley Stadium and the other for being the London borough with the most workplace travel plans aimed at encouraging greener travel for

that Brent Council remains on track to achieve its targets and also demonstrates the professionalism of the officers and the service involved in helping make Brent cleaner, greener and safer."

Brent Council was praised for carrying out one of the biggest consultations of its kind for its Protective Parking Scheme for Wembley Stadium event days.

The awards also recognise ongoing work and campaigns for new investment and

Phil Rankmore, head of Major Projects at Brent Council's transportation service said: "We've had clear targets of focusing on accident prevention and making travel more sustainable and we've made huge progress.

"Everyone in the team has worked really hard and now is a good time to recognise and appreciate everyone's efforts. But we can't afford to be complacent.

The Council's transportation successes received positive coverage in the local press as well as in national transportation journals.

2009 also saw the Transportation Service winning a prestigious Guardian "London Excellence" award for the quality of internal management systems. This in itself is worth more explanation, and forms a key piece of evidence supporting efforts to be recognised as a strong contender for 'Borough of the Year' across the course of the delivery of LIP-2 in the next three years.

The London Excellence Award reinforced the fact that as a Highways Authority, the Council has robust set of integrated systems and processes affording unified organisational management which is very important to ensure the consistent delivery of high quality projects that the people who live, work within and visit Brent, have come to expect.

Progress on the improving the Service's quality assured systems and processes was confirmed by the results of internal audits of (i) preparedness for Brent's introduction of the London Permit Scheme and (ii) performance management arrangements for delivery of the TfL funded (LIP) works programme. Both audits confirmed high levels of assurance.

Lead Borough Status for a key strategic partnership

Over the course of LIP-1, Brent has been the lead borough for "NORP", the North Orbital Rail Partnership. NORP expires in March 2011 with changes in TfL partnership funding, having been in existence since 2005 prior to the takeover by TfL of the former Silverlink Metro operations, completed in November 2007.

NORP has served as a link between the local authorities (16 London boroughs and Herts. CC, as the route network extends to Watford); the franchisee that operates the network, LOROL (London Overground Rail Operations Ltd.); and TfL Rail , which exists to oversee the London Overground, trams, the DLR and TfL's relationships with the national train operators.

The end of NORP precedes the expected completion of the upgrades of the North and West London Lines and stations by two months (in May 2011), including an entire fleet of new trains. The final piece of the jigsaw will be the East London line extension (the 'New South London Line') to Clapham Junction from New Cross, creating an 'Outer Circle Line' referred to as 'OrbiRail', in 2012 in time for the Olympics. Brent will have four stations on OrbiRail: Willesden Junction, Kensal Rise, Brondesbury Park and Brondesbury.

Willesden Junction has seen extensive work to accommodate longer trains and improve security, connectivity (e.g. a new staircase between the two levels) and ambience. It is already step-free between street and platform levels.

The following four themes further summarise our LIP-1 achievements, particularly reflecting our achievements across the final 2-3 years of the document:

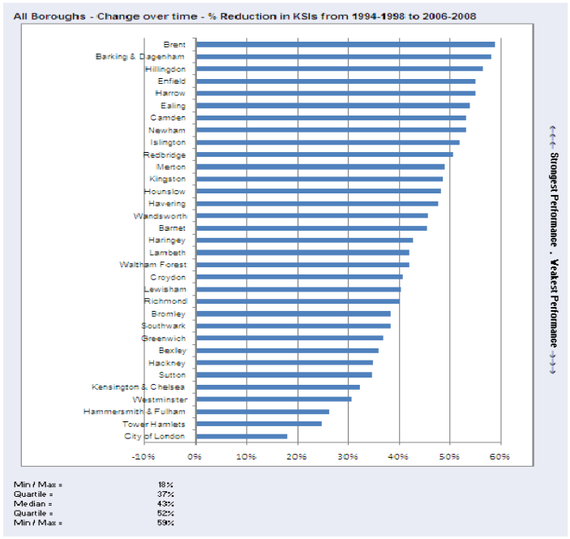
1) A ***safer*** borough for the most vulnerable road users;
2) Successful ***placemaking***;
3) Excellence in ***community engagement***;
4) A ***sustainable*** borough.

1) A safer borough for the most vulnerable users - Brent – London's top performing borough.

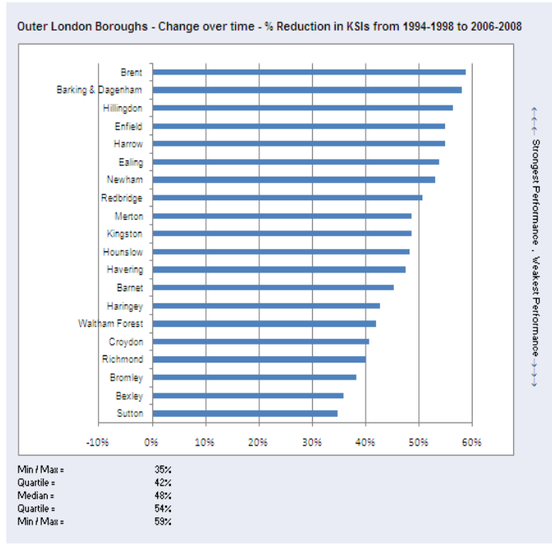
Creating safer streets in Brent is our utmost priority and the Council proud to have achieved **more than any other London borough** on this front.

Over the last two years, the Council has continued to implement our Road Danger Reduction policy 'on-street'. This approach formed the cornerstone of Brent's first (2006-2011) Local Implementation Plan and Brent's founding membership is documented here at www.rdrf.org/pubset.htm. The Council was one of only a small handful of organisations as founder members of the RDRF. Transport planners ensured the policies were in place to underpin the change. Traffic engineers embraced the policy and encapsulated it in their designs, tighter junction radii, and narrower carriageways.

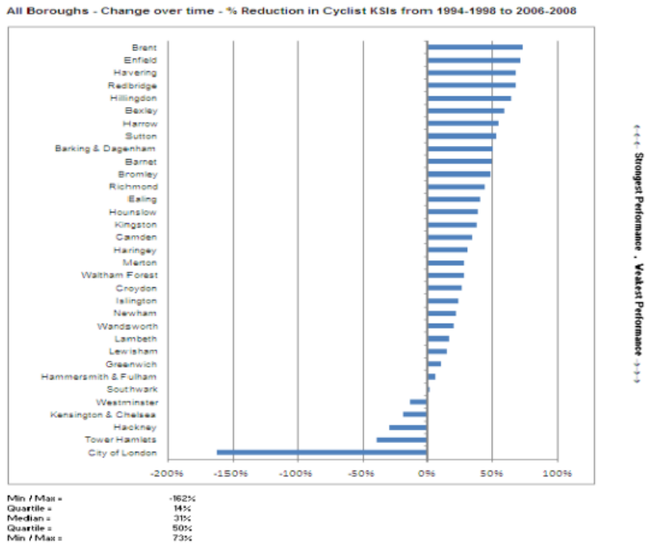
So in hindsight was this a wise move? A summer 2010 independent report by Atkins commissioned by Transport for London says it all. This demonstrates the significant, long-term strides Brent has made in reducing casualties on the boroughs roads and leads the way in the Capital in protecting the most vulnerable road users in the borough.



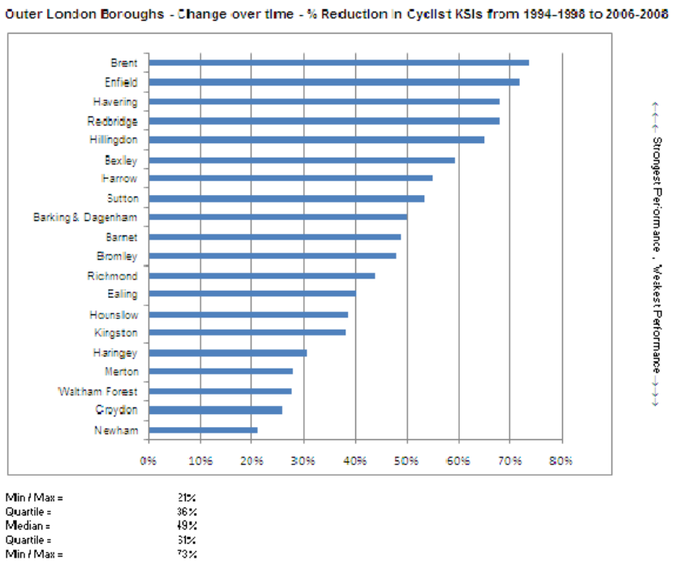
*Brent - 1st place. A **59%** reduction in the number of people killed or seriously injured on the boroughs road (progress compared here with **all** other London Boroughs):*



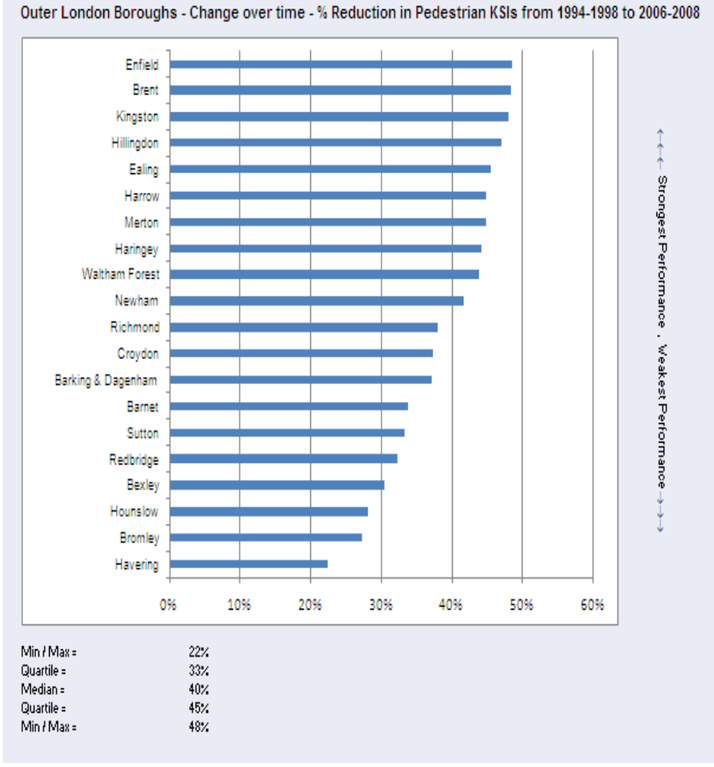
*Brent - 1st place. Overall KSI's – (Progress compared here with **outer**-London Boroughs):*



*Brent - 1st place. A **73%** reduction in the number of cyclists killed or seriously injured whilst cycling in Brent (progress compared here with **all** London Boroughs):*

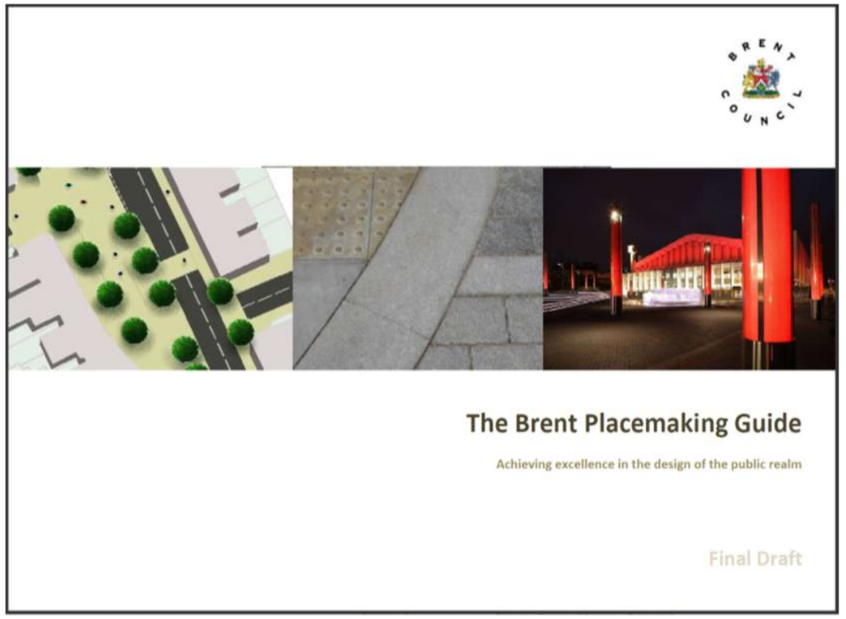


*Brent - 1st place. Cyclist KSIs (progress compared here with **outer**-London boroughs):*



*Brent - a (very) close second! A **48%** reduction in the number of pedestrians killed or seriously in Brent (progress compared here with **all** London boroughs) placed us just behind Enfield, below:*

A simple speed reduction intervention. Tightened corner radii coupled with a raised surface and a 'one in-one out' system heightens driver awareness and reduces vehicle speeds. A pedestrian-vehicle collision is likely to have far less severe consequences as a result of this simple, yet effective, measure. Kilburn "Streets for People" project.



To be endorsed by the Council's Executive Committee in February 2011, the Brent Placemaking Guide

*2) Delivering a true **sense of place** - the Brent **Placemaking Guide***

2010 has seen the completion of the "Brent Placemaking Guide" which will ensure that the very latest thinking in good practice such as *Manual for Streets Two* is engrained in design principles across the Council. Please see: **www.tiny.cc/dap4t**. The development team responsible for this new document has ensured this will be a 'working document' that officers will refer to in their daily work. It was endorsed by the Council's Executive Committee in January 2011. The document will sit alongside Brent's forthcoming Local Implementation Plan to ensure the weight afforded in the Mayor's Transport Strategy translates to tangible improvements at street level.

The Guide is about delivering excellence in Brent's public realm through good urban design. It is about making Brent a successful place. It aims to achieve a safe, attractive, accessible and inclusive environment by setting out public realm policy and design guidelines and specifications for materials, street furniture and the layout of streets and spaces that fall within the control of the Council. It endeavours to deliver a base level of high quality and stylistically consistent public realm throughout the borough.

Shared surface, Kilburn 'Streets for People'

But the proof *is always in the pudding* - so - how has this translated on-street? Brent Council thinks, over the last few years, very well indeed! This has been very much a "working draft", and it's development has run alongside Brent's pioneering and widely acclaimed "Streets for People" initiative, built on London's first (non-new build) residential travel plan - the Kilburn Streets for People project. As well as wholesale improvements to the urban realm with using robust and attractive materials, including shared surfaces, the Council has implemented the following:

- **10 new car club bays;**
- **166 new trees planted;**
- **26 cycle stands installed;**
- **27 "white light" emitting lamp columns installed;**
- **5% of parking spaces in the area removed.**

Public Art at Brent River Park.

*3) Excellence in **Community Engagement** in Brent - pioneering a shift in thinking.*

When it came to discussing how the Council could engage with the public of Harlesden town centre with a view to improving the local urban realm, the Council had to think outside of the box. Urban Design Skills Ltd have worked as far afield as the United States and China. They stood out as being an organisation with unique ideas and able to facilitate a strong partnership between the Council and locals. People quickly embraced the concept and took strong ownership of their *Town Team*. The Team is formed of local residents, businesses, Council officers, members, Transport for London and Urban Design Skills.

Indeed, the Town Team has fostered a sense of 'togetherness' and integrated all sections of the community to form a single voice. The team has worked hard to define a route map for transforming Harlesden into the world-class town centre and neighbourhood that local people know it can become, and they have developed the "Harlesden Town Charter".

The *Charter* is a strong, united, community-led vision for change that brings together the views of one of the most ethnically diverse communities in London. The Charter is built on five pillars, 'quality of place', 'cultural activities', 'safety and health', 'image and perception', and finally yet most importantly - 'making it happen'. This small, well produced - handbook sized – document can be seen at **www.tiny.cc/dap4t**

Community engagement in a Harlesden Town Team weekend *Design Charrette.*

This is a truly genuine and innovative approach that Transport for London and other boroughs are taking a very close interest in. With television star Louis Theroux supporting as the local town team champion, officers are now working hard to secure the funding necessary to facilitate delivery from 2012 onwards.

Pioneering public engagement work in London - the 2010 Harlesden Town Charter paves the way for Brent's LIP-2 "Major Scheme Application" - the wholesale renewal of Harlesden Town Centre.

The Council believes this is a unique piece of community engagement and officers are very proud of how things have worked out. The Council is very proud to have been featured in positive articles in both the London Evening Standard and The Times national newspaper in autumn 2010. Harlesden Town Centre is so important to us that it is our sole proposed "Major Schemes" for LIP-2 and will require in the region of £4million pounds of inward investment.

*4) A **sustainable** borough.*

Why should some people who choose to drive more polluting vehicles pay the same amount for a resident's parking permit as the driver of a less polluting one? A long held policy aspiration of officers in Brent was to introduce higher charges for parking permits linked to vehicles producing larger amounts of carbon dioxide. This was a manifesto pledge of Brent's new Administration and officers were well placed to provide support for the bold decision. The full report which can be seen

at **www.tinyurl.com/3yn8598** (item 10). As this entry is being drafted, a consultation with residents on this proposal is currently underway, see **www.Brent.gov.uk/parkingpermits**. It is envisaged that the proposal could become effective from 1st April 2011.

An advert that featured in the November 2010 "Brent Magazine", a Publication distributed to every household in the borough.

This is as much about 'carrots' as it is about 'sticks'. The Council is optimistic that the incentives on offer will result in people looking upon the proposal favourably. A 'permit surrender scheme' comprises part of the proposal to incentivise environmentally responsible behaviour. A resident who chooses to return an existing resident's parking permit and agrees not to purchase another for a period of two years would be granted a voucher to the value of **£200** towards the cost of a bicycle, an 'Oyster' (public transport) travel-card, or to join and use a local Car Club. Positive coverage of the policy has been made in the Daily Telegraph national newspaper.

Drivers of higher polluting vehicles could pay more for a residents parking permit than those of less polluting ones, over the course of LIP-2. Officers found a majority of residents agreed with the rationale of the proposal, whilst touring the boroughs Area Consultative Forums in Autumn 2010

Car clubs have expanded rapidly in Brent since 2008. As of October 2010, Brent now has **3247** individual car club members signed up and actively using car clubs in Brent, an amazing achievement to say Brent only began implementing car clubs five years ago! Brent's largest of three operators, Streetcar, have experienced rocketing growth of **35%** in Brent since the start of 2010. Officers are in regular contact with operators, and actively encourage their growth in the borough.

The Council now has **209** approved and monitored workplace travel plans in the borough, **181** secured through the development control process and a further **28** voluntary travel plans. Our cycle training contractors have delivered **115** individual one-to-one cycle training lessons to members of **81** individual families since April 2010. As part of the agreement with Brent's key Cycle Training Provider, over **100 cycles** were repaired as part of this service.

2010 saw us becoming a "Biking Borough" which has laid strong foundations for the future of cycling in Brent. Our recent (2011-12) TfL Funding Application holds the largest single allocation for softer measures the borough has ever made. In addition to infrastructure improvements as part of regular neighbourhoods and corridors work, the Council has ring-fenced over £100,000 for interventions that

include working in partnership with Sustrans to progress a "*Bike-it"* project in the borough in the next financial year.

Beginning with a trial in 2008/09, Brent's "School Bus Escort Service" went from strength to strength in 2010. The initiative involves placing Police Community Support Officers on buses. Three new schools - St Gregory's Secondary School, Queens Park Community School (QPCS) and Crest Academy, are taking part in 2010/11. The initiative is built through a strong partnership with the schools and Brent's transportation and community safety services, with interest from the local police (safer neighbourhoods and safer transport teams).

In addition to the schools mentioned above, the service has also recently commenced at Wembley High School. As with the above schools, Wembley High had issues relating to anti-social behaviour, specifically on the Route-18 bus. As in the case of the other participating schools, a large number of complaints were made regarding the behaviour of students using and waiting for buses at the end of the school day.

The project has yielded fantastic results. Local police Safer Neighbourhoods and Safer Transport teams attached to the localities of each of the schools have reported that complaints from residents and transport users have reduced significantly. Indeed, the level of major incidents – such as robberies or criminal damage – reported to the police or by bus drivers has reduced by **60%** (supporting data available) at the participating schools in the last 6 months.

As a result of assured project management arrangements, the Service ensured that Brent, one of 18 of the 33 London boroughs that opted to introduce the London Permit scheme for network management, was one of the few Boroughs that successfully introduced the scheme in January 2010. This scheme will improve the management of road works to reduce congestion and should see the Council better recover costs arising from managing utility company activity.

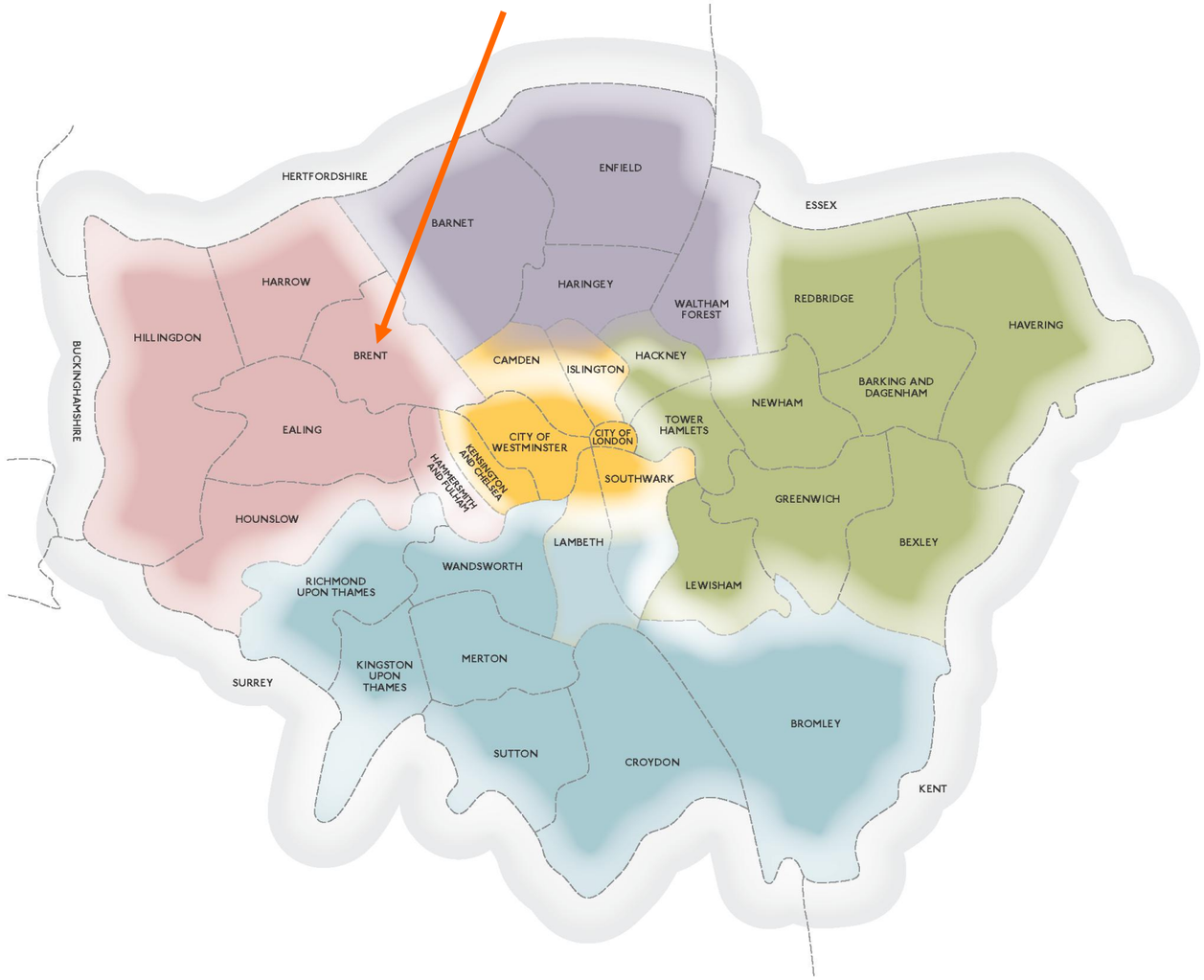
Finally, the North Orbital Rail Partnership (NORP) has been successfully led by Brent Council since 2005 and shortly comes to an end. Under Brent's leadership, NORP has successfully overseen the delivery of a raft of station improvements on this key orbital London Overground line. In the last 12 months, the completion of station access schemes at Stonebridge Park, Acton Central and Gospel Oak have delivered huge benefits to pedestrians, cyclists and vulnerable people alike, further enhancing the attractiveness of the line and overall user experience. Other locations to benefit from NORP funding are Crouch Hill and West Hampstead, where the latter will see major connectivity improvements between the three stations in the area and noticeable streetscape improvements. NORP has been a resounding success under Brent's stewardship, and a celebration will take place in March 2011 to acknowledge the Partnership's fantastic achievements.

Significantly, all of the above achievements have been achieved against a background of whole Service re-organisation and a new organisational structure, with a new leadership team, became operational in July 2009.

A number of awards were won over the course of Brent's first Local Implementation Plan and the Council hopes to repeat that feat during the lifetime of LIP-2!

Section 2: Borough Transport Objectives

The London Borough of Brent, highlighted by the arrow, in relation to Greater London



***Brent - Some facts and figures*:**

Population: 255,500;

Households:108,035;

Local Political Control: Labour;

Members of Parliament: 3 (2 x Lab, 1 x Lib Dem).

2. Borough Transport Objectives

The objective of this section is to:

- **Set out the local context and geographical characteristics of the borough, including the relationship between the transport network and key issues such as land development, housing renewal and deprivation;**
- **Identify how the Mayor's Transport Strategy (MTS) goals, challenges and outcomes will be achieved at a borough level – based on evidence of local and sub-regional problems, challenges and opportunities;**
- **Identify a set of locally-specific LIP objectives which reflect Mayoral, sub-regional and local priorities - the Brent "Ten Point Plan" for improving transport in the borough;**
- **Present how the LIP objectives have been informed by an Equalities Impact Assessment (EQIA) and the borough's Disability Equality Duty and Network Management Plan[2] / Duty, and the Strategic Environmental Assessment[3] (SEA); and take account commitment outlined in Transport for London's Business Plan and Investment Programme.**

Welcome to Brent!

Our vision is to make Brent a thriving, vibrant place, where our diverse community lives in an environment that is safe, sustainable and well maintained. All our services will enable local people to fulfil their potential and improve their quality of life. Public resources will be used creatively and wisely to produce lasting benefits for our residents and the borough. Our commitment to reducing poverty, redressing inequality and preventing exclusion will be at the heart of all our actions.

One borough:

Creating a sustainable built environment that drives economic regeneration and reduces poverty, inequality and exclusion.

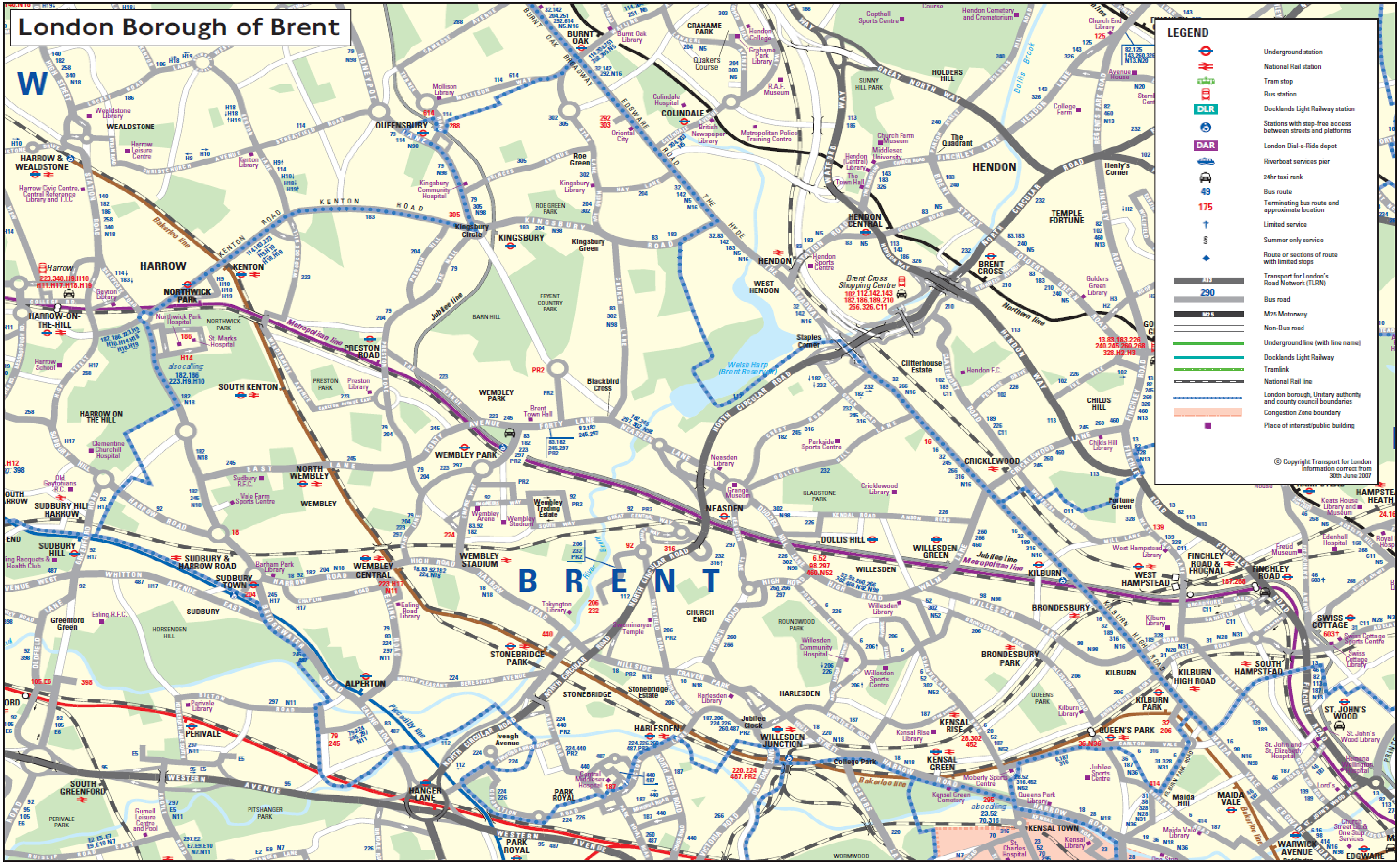
One community:

Providing excellent public services which enable people to achieve their full potential, promote community cohesion, and improve our quality of life.

One Council:

Improving services for residents by working with our partners to deliver local priorities more effectively and achieve greater value for money from public resources.

[3] See Appendix 6 in this document for a resume of Strategic Environmental Assessment.


London Borough of Brent
LEGEND
Underground station
National Rail station
Tram stop
Bus station
Docklands Light Railway station
Stations with step-free access between streets and platforms
London Dial-a-Ride depot
Riverboat services pier
24hr taxi rank
Bus route
Terminating bus route and approximate location
Limited service
Summer only service
Route or sections of route with limited stops
Transport for London's Road Network (TLRN)
Bus road
M25 Motorway
Non-Bus road
Underground line (with line name)
Docklands Light Railway
Tramlink
National Rail line
London borough, Unitary authority and county council boundaries
Congestion Zone boundary
Place of interest/public building
© Copyright Transport for London Information correct from 30th June 2007
BRENT
HARROW
WEALDSTONE
HARROW & WEALDSTONE
QUEENSBURY
KINGSBURY
KENTON
NORTHWICK PARK
HARROW-ON-THE-HILL
SOUTH KENTON
PRESTON ROAD
WEMBLEY PARK
NORTH WEMBLEY
WEMBLEY
WEMBLEY CENTRAL
WEMBLEY STADIUM
SUDBURY HILL HARROW
SUDBURY HILL
SUDBURY & HARROW ROAD
SUDBURY TOWN
SUDBURY
ALPERTON
PERIVALE
SOUTH GREENFORD
HANGER LANE
PARK ROYAL
STONEBRIDGE PARK
STONEBRIDGE
HARLESDEN
WILLESDEN JUNCTION
WILLESDEN
WILLESDEN GREEN
NEASDEN
DOLLIS HILL
CHURCH END
KENSAL RISE
KENSAL GREEN
KENSAL TOWN
QUEEN'S PARK
KILBURN PARK
KILBURN
KILBURN HIGH ROAD
BRONDESBURY
BRONDESBURY PARK
WEST HAMPSTEAD
FINCHLEY ROAD & FROGNAL
FINCHLEY ROAD
SWISS COTTAGE
SOUTH HAMPSTEAD
ST. JOHN'S WOOD
MAIDA VALE
WARWICK AVENUE
CRICKLEWOOD
CHILDS HILL
TEMPLE FORTUNE
BRENT CROSS
HENDON
HENDON CENTRAL
WEST HENDON
COLINDALE
BURNT OAK
GRAHAME PARK
HOLDERS HILL
Welsh Harp (Brent Reservoir)
Brent Cross Shopping Centre
Metropolitan line
Jubilee line
Bakerloo line
Piccadilly line
Northern line

2.1 Local Context

Geography

Brent covers an area of 4,325 hectares - almost 17 square miles, between inner and outer North West London. It extends from Burnt Oak, Kenton and Kingsbury in the North, to Harlesden, Queen's Park and Kilburn in the South. The North Circular Road divides the less densely populated northern part of the borough from the south. Brent is bordered by the London Borough of Barnet to the east, Harrow to the north and Ealing to the west. It has small boundaries with the inner London boroughs of Hammersmith and Fulham, Kensington and Chelsea, Westminster and Camden in the south. The metropolitan centres of Harrow and Ealing, together with Brent Cross regional shopping centre (all of which are outside of the borough) currently meet many of the shopping and leisure demands of a large number of Brent residents. Brent, shaded here in dark yellow, in relation to Greater London:

Brent - A key component in West London

It's all too easy to become "inward looking" but Brent Council is very aware of it's key role and responsibilities to the wider sub-region. After all, if Brent is to flourish as a Borough, it is important that its (seven!) neighbouring boroughs flourish too. After all, success breeds success and life to does not begin nor end at the 'borough borders'!

West London primarily comprises the boroughs of Hillingdon, Harrow, Brent, Ealing, Hounslow and Hammersmith & Fulham. It is home to four metropolitan town centres (Ealing, Harrow, Hounslow and Uxbridge), the largest industrial park in London, and the largest urban shopping mall in Europe. The population of the region is forecast to grow by 10 per cent to 1.6 million in 2031 (Based on GLA forecasts, 2010). While trips to central London are well-served by public transport (though often crowded), orbital links are far more limited The region also includes Heathrow airport, the destination for more than 45,000 trips daily by London residents, of which over half are made by car.

Population and ethnic composition

Overall, Brent's population is relatively young with almost a quarter of its residents aged 19 years or under. The 2001 Census recorded a residential population of **263,454**, whilst the GLA has recently estimated that Brent's population had increased to **278,500** in 2006 (Mid Year Estimates). However, the Council's own study, undertaken in 2007 by Professor Mayhew, concluded that Brent's actual population figure was at "least **289,100**."

Black and Ethnic Minorities collectively constitute the majority of Brent's population at 55%. Over 120 languages are spoken in Brent and the Borough has been officially recognised as the '*most ethnically diverse local authority area in the country*'. Nearly 8% of its population are classified as refugees or asylum seekers, and in 2007 Brent had the second highest number of new National Insurance registrations in the country at 15,600.

Iconic Landmarks

Brent is a place of contrasts. Home of the iconic Wembley Stadium, and Wembley Arena and the spectacular Swaminarayan Hindu Temple (Neasden), our borough is the destination for thousands of British and international visitors

every year. Brent is served by some of the best road and rail transport links in London and the area is accustomed to the successful staging of major events.

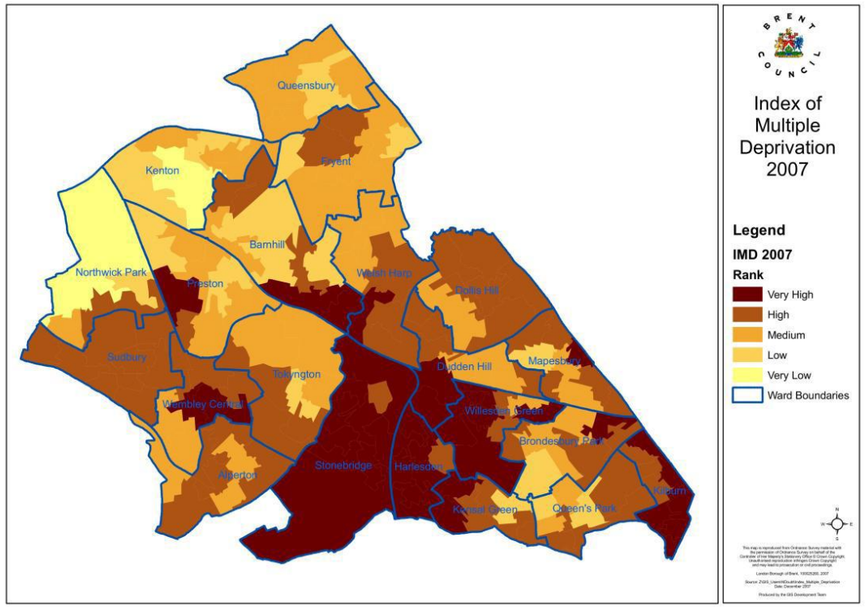
Brent is a 2012 Olympic borough and are working closely with the national Olympic Committee and our local partners to ensure this event leaves lasting economic benefits for our residents and our borough. Brent has award winning parks, outstanding schools, a great night life and a reputation for fostering and celebrating community cohesion. Our population is young, dynamic and growing. Our long history of ethnic and cultural diversity has created a place that is truly unique and valued by those who live and work here.

The development history of the area has lead to a variety of architectural styles ranging from Victorian Italianate and Gothic Revival, to suburban 'Arts and Crafts' and planned "village" settlements. This diversity of character is a key aspect of the borough's heritage. In order to protect this heritage, a number of buildings have become listed, and Conservation Areas determined. Brent also has a number of archaeological sites that act as a safeguard to the Borough's cultural heritage.

Deprivation

However despite these strengths Brent is ranked amongst the top 15 per cent most deprived areas of the country. This deprivation is characterised by high levels of long-term unemployment, low average incomes and a reliance on benefits and social housing. In our priority neighbourhoods the impact of the recession has seen unemployment increase above nine per cent. Children and young people are particularly affected with a third of children in Brent living in a low income household and a fifth in a single-adult household.

The proportion of our young people living in acute deprivation is rising with a growing disparity between the educational achievements of some children in comparison with a rising borough average. Living in poverty generally contributes to poorer health, wellbeing and social isolation. The statistics show that people on low incomes are more likely to have a life limiting health condition, take less exercise and have a shorter life. Tackling these issues underpins the ambitions and commitments that are set out in this document. Our objective is to lead the physical regeneration of the borough to enable all sections of the community to participate in, contribute to, and benefit from the future success of Brent.



Brent: Index of multiple deprivation 2007

Brent today – some facts[4]

These issues underpin our ambition and commitment.

- **59% of the population in Brent is from black and ethnic minority backgrounds**
- **36% of the population is aged 20-39 and 23% are 19 or under**
- **16% are aged over 60 years 15% of the adult population have no formal qualifications**
- **Average annual earnings are £27,248, the third lowest in London**
- **20% of households have an annual income of £15k or less.**
- **Average house prices are the 8th highest in London at £309,819**
- **Only 15.8% of adults undertake physical activity for 3 x 30 minutes per week, the second lowest level in London**

[4] Source – Brent Corporate Strategy 2010-2014 ...

2.2 Policy Influences: The Regional Policy Framework, Sub-Regional Objectives & Brent

The Mayor's Transport Strategy (MTS)

The Mayor's Transport Strategy (MTS) provides the framework for addressing the transport needs of London of the next 20 years.

The MTS uses a strategic approach which is predominantly a "top-down" view of transport in London to meet the population and economic development growth forecast in the London Plan.

The MTS present six clear goals:

(1) Supporting economic development and population growth;
(2) Enhancing the quality of life for all Londoners;
(3) Improving the safety and security of all Londoners;
(4) Improving the transport opportunities for all Londoners;
(5) Reducing transport's contribution to climate change and improving its resilience;
(6) Support delivery of the London 2012 Olympic and Paralympic Games and its legacy.

The SRTP (Sub-regional Transport Plan) presents how these six goals will be met in each sub-region. Understanding the local priorities for west London has come through close working with borough members and officers, as well as through the analysis carried out as part of this Plan and the Interim Report on Challenges and Opportunities.

The GLA and TfL recognise that the MTS will only be delivered through close working with stakeholders, in particular the London boroughs through the use of Local Implementation Plans, which it states "are an important mechanism for boroughs to plan and implement key local improvements".

The Sub-Regional Transport Plan (SRTP)

This SRTP (Sub-Regional Transport Plan) identifies some specific priorities and projects for west London, such as a High Speed 2 station and sub regional interchange at Old Oak Common, In other cases, a broader framework or toolkit is presented which needs to be adapted for, and applied to, local circumstances – whether in relation to modal planning and implementation or local delivery.

The SRTP identifies planned investment in the shorter and medium term, although clearly the details of this will be subject to the outcomes of the Spending Review. It also identifies potential priorities for longer term investment required to deliver the growth in the future beyond the Business Plan. It will be important to identify potential alternative funding sources, such as Section 106 credits, TIF, CIL etc...

- **There are 5 sub-regional transport plans;**
- **They translate MTS outcomes;**
- **They provide the framework for borough LIPs.**

The London Plan

There are also national and London policies that make mitigation and adaptation more complicated. For example, the **London Plan** requires each borough to accommodate ***11,000*** additional homes, which will increase carbon emissions and add pressure to existing transport infrastructure and facilities. Partners in Brent are therefore working to maintain or increase current services against these pressures, which makes the job of cutting emissions and considering adaptation more difficult. The increased development that is implied by the London Plan will also add considerable pressure to Brent's green space, making the challenge of preventing the effects of heat waves on the population more difficult.

West London – "Interim Report on Challenges & Opportunities"

The February 2010 **Interim Report on Challenges and Opportunities in West London** formed the first step in developing the west London Sub-regional Transport Plan. The purpose of this interim document was to articulate the draft Mayor's Transport Strategy (MTS) goals in the context of west London and also to set out more specific challenges for the region within this framework. It also outlined examples of **potential solutions** for addressing these challenges.

In addition, the document presented a range of data and analysis for the sub-region, including borough specific information for each of the west London

boroughs. The document helped inform the first stages of development of Brent's LIP-2.

West London challenges

In 2006, the six boroughs in west London were resident to 1.4 million (14%) of London's 7.6 million people. A fairly similar portion live in south and central London, while many more live in east London, which accommodates over a quarter of Londoners, and far fewer live in north London.

As well as the broader challenges facing London, there are also some specific challenges for west London which are associated with its unique role as a national and international gateway to London and the UK. These have been identified through collaboration with boroughs and broader analysis and are as follows:

- **Improve north/south public transport connectivity;**
- **Enhance east/west capacity and manage congestion;**
- **Improve access to, from and within key locations;**
- **Improve air quality;**
- **Enhance the efficiency of freight movements in west London.**

Various potential solutions to these challenges have been identified though not yet assessed – the work to assess these constitutes the key next step of the sub-regional programme, and will draw on the various assessment tools which are being developed for this purpose.

Changes to London-wide (MTS-1) policy - the London Congestion Charging Scheme (CCS) and the implications of the proposed removal of the "Western Extension" (WEZ)

The Mayor's 2010 (24 May) consultation paper proposed number of changes to the Congestion Charge, as published by Transport for London. The paper sought views in response to the Mayor's proposal to remove the existing charge for drivers to enter the area of London known as the Congestion Charging Zone 'Western Extension'. Brent Council originally supported the implementation of the inner London Congestion Charging Scheme (CCS) in 2001 and implemented a programme of 'mitigation' measures with significant funding forthcoming from TfL to aid delivery of the schemes.

At a meeting the Council had with Transport for London in 2009, is was also suggested that removing the Western Extension to the Congestion Charging Scheme would return an additional (new) **25,000 vehicular movements** a day back on to the streets. Brent borders the Western Extension Zone, which comes up to the Harrow Road / Scrubs Lane junction in the south-east corner of the borough.

The (February 2007) "Western Extension" (WEZ) of the original (February 2003) Inner-London CCS Zone, was afforded strong support throughout Brent's 2006-2011 Local Implementation Plan, as well as within the (draft/consultation) documents that preceded that document as an agreed (Member approved) transport plan for the borough. **Brent's first (2006-2011) Local Implementation Plan recognised the benefits of the congestion charge as an effective measure for reducing the amount of traffic and encouraging modal shift.**

The Council's position on the Western Extension remains as set out in the first Local Implementation Plan, and continues to apply in this second Local Implementation Plan. Our concerns remain as to consequences of the removal of the Western Extension in relation to increased traffic flows, linked congestion (particularly in and around Harlesden town centre) and associated air quality implications in the south of the borough. It is broadly acknowledged that the removal of the Western Extension could result in increased traffic flows (a figure of 25,000 cars a day has been cited by Transport for London) which would impact on key parts of Brent's highways network, such as the A404/Harrow Road.

2.3 Policy Influences: The Local policy Framework

Brent's Local Development Framework (LDF)

The Local Development Framework (LDF) arises from the Planning and Compulsory Purchase Act 2004. It is a series of individual documents known as 'local development documents' which will cumulatively form Brent's Spatial Planning Strategy. As such, the LDF will ultimately replace Brent's Unitary Development Plan (UDP) 2004, although, until the range of Development Plan Documents (DPDs) which the council wishes to produce are adopted, certain

policies within Brent's UDP (2004) will continue to be used. When adopted, Brent's LDF, together with the London Plan, will form the statutory Development Plan for the Borough, guiding change to 2026 and beyond. The LDF Core Strategy was published in July 2010, and underwent a Sustainability Appraisal of its policies in a similar process to which the LIP-2 is.

It was ensured that the setting of the LIP-2 SEA objectives were in the context of the sustainability appraisal objectives of the LDF Core Strategy.

Relevant Brent LDF Core Strategy SA Objectives

ID	Brent LDF Core Strategy SA Objective
S1	To reduce poverty and social exclusion
S2	To improve the health and wellbeing of the population
S3	To improve the education and skills of the population
S5	To reduce crime and anti-social activity
S6	To encourage a sense of community; identity and welfare
S7	To improve accessibility to key services especially for those most in need
EN1	To reduce the effect of traffic on the environment
EN2	To improve water quality; conserve water resources and provide for sustainable sources of water supply
EN3	To improve air quality
EN4	To conserve and enhance biodiversity
EN5	To maintain and enhance the character and quality of landscapes and townscapes
EN6	To conserve and, where appropriate, enhance the historic environment and cultural assets
EN7	To reduce contributions to climate change and reduce vulnerability to climate change
EN9	To conserve and enhance land quality and soil resources
EC1	To encourage sustainable economic growth
EC2	To offer everybody the opportunity for rewarding and satisfying employment
EC3	To reduce disparities in economic performance and promote sustainable regeneration
EC5	To encourage efficient patterns of movement in support of economic growth

Brent's Local Development Framework identified **4** main transport issues in the "Issues and Options" Paper, summarised as follows.

- **Traffic Growth and Congestion;**
- **Parking;**
- **Public Transport; and**
- **Walking & Cycling.**

The Local Implementation Plan (LIP-2)

The LIP-2 process, as set out in the recently published LIPs guidance, has been simplified to provide boroughs with greater ownership of their own programmes and flexibility to reflect local circumstances. This new second round of LIPs becomes effective following TfL/Mayoral approval in Summer 2011.

Funding from TfL is allocated boroughs to support the delivery of their LIPs for Corridors, Neighbourhood and Supporting Measures; Maintenance Programmes; and Major Schemes. A small (£100,000) post of funding called "discretionary" funding is also provided to offer further support.

- **LIPs are supported by 4 (TfL) funding streams;**
- **They must meet MTS requirements and align with SRTPs;**
- **They can present local targets.**

Strategic Environmental Assessment (SEA) of LIP-2

Brent Council, in common with all London Boroughs, was also required to undertake a Strategic Environmental Assessment (SEA) of the LIP-2 under European Directive 2001/42/EC (implemented in England, via the Environmental Assessment of Plans and Programmes Regulations 2004, SI 2004 No.1633). The overall purpose of SEA is to ensure that the environment is given appropriate consideration when developing the LIP-2 by identifying, assessing and mitigating any significant environmental effects arising from the plans and programmes of the LIP-2.Brent Council appointed Transportation Planning (International) Ltd. to undertake the SEA on their behalf. See Appendix 6 for further information on the SEA.

Brent Placemaking Guide

A well designed and high quality public realm is essential to creating good places and strong communities. Brent wants its town centres and neighbourhoods to be successful places; places which have character and vibrancy, places which are safe and sustainable, places which are connected and accessible. To achieve this, the guide advocates a new approach to the design of our streets and spaces, an approach based on good urban design or 'the art of making places for people'.

There is a growing awareness amongst professionals that a new approach to the design and management of our streets is necessary in order to create better places; places with character, places with identity, places that are not dominated by motor vehicles and overwhelmed with traffic signs and street clutter. The new approach recognizes that for far too long the design of the public realm has been largely dictated by the movement function and the accommodation of motor vehicles. While it is recognized that making provision for vehicular traffic is vital to the smooth functioning of our urban environment and local economies, the design of our streets must take into account the needs of all users and be more focused on people, place and environmental quality. The Brent Placemaking Guide is about delivering excellence in Brent's public realm through good urban design. It is about making Brent a successful place. It aims to achieve a safe, attractive, accessible and inclusive environment by setting out public realm policy and design guidelines and specifications for materials, street furniture and the layout of streets and spaces that fall within the control of the Council. It endeavours to deliver a base level of high quality and stylistically consistent public realm throughout the borough.

Brent Climate Change Strategy

The Brent Climate Change Strategy has been developed to identify ways to mitigate the risk of climate change and adapt for future climatic changes throughout the borough. It is forward thinking in its approach of achieving this through partnership with Leadership, Public Services, Private Sector, Residents, and Community Groups. The strategy has three primary aims for Brent:

- **To cut emissions;**
- **To cope with extreme weather; and**
- **To adapt to future climate change.**

These aims will be achieve by meeting the following objectives.

- **To secure commitment from all relevant partners to act;**
- **To achieve wide-ranging and inclusive solutions to the challenge of climate change;**
- **To provide user-friendly information to those who need it;**
- **To collect evidence and continually assess progress; and**
- **To mainstream climate change into our everyday activities.**

Brent Air Quality Action Plan

In 2005 Brent published an Air Quality Action Plan (AQAP) for the period 2005 - 2010 which sought to achieve the air quality objectives as described in the National Air Quality Strategy, and improve air quality in Brent. Under this strategy, Brent declared large parts of the Borough Air Quality Management Areas (AQMA) based on forecasts of public exposure to nitrogen dioxide and PM_{10}. Air pollution is one area of the environment that is significantly affected by the LIP-2. Due to the high proportion of NO2 and particulates sourced from road traffic, it is considered that the LIP-2 will have a major impact upon air quality. The main programmes of the LIP-2 aim to reduce traffic volumes and promote modal shift to greener forms of transport including increased use of public transport, walking and cycling, which in turn should reduce air pollutants and be a positive environmental impact.

Brent Council are currently updating the AQAP, and the LIP-2 strategies will align closely with this revised policy.

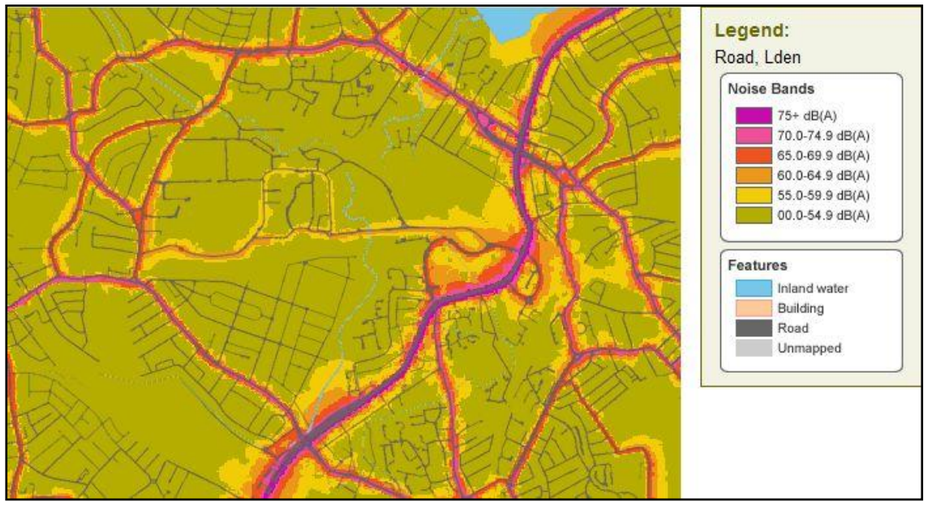
Noise

The primary source of ambient noise pollution in London is from road traffic. Others include rail transport, air traffic and industrial noise. According to the 2002 London Household Survey, 13% of Londoners said that road traffic noise was a serious problem, compared with 6% who said that aircraft noise was a serious problems and 4% who considered noisy neighbours as a serious problem. Brent is the gateway to the north of England as well as the centre of London, and also has the A406 North Circular orbital route running through it, generating high levels of road traffic.

The European Union has produced the Noise Directive (2002/49/EC) known as the Assessment and Management of Environmental Noise requiring member

states to map noise from road, rail and air transport. DEFRA have completed the London Noise Map that shows traffic related noise levels across London. Noise can have detrimental impacts on human health, leading to reduced quality of life as well as negative impacts on biodiversity, fauna and flora and reduced amenity in the local landscape and townscape. The image below shows DEFRA's noise mapping for the Brent area:

DEFRA Noise Map for Brent Area



Brent's new Corporate Strategy and LIP-2 - Sustainable Community Strategies (SCS), Local Strategic Partnerships (LSP) and Local Area Agreements (LAA)

Sustainable Community Strategies (SCSs) provide the overall strategic direction and long-term vision (typically 10-20 years) for the economic, social and environmental wellbeing of a local area, backed by clear evidence and analysis. They provide a new vehicle to improve the delivery of local services, enhance quality of life and strengthen local economies. They are one of the principal means by which boroughs can pursue their place-shaping role and an opportunity to focus resources on the priorities which matter most to the general wellbeing of local residents, businesses and other stakeholders.

To reflect this, Brent has ensured that the preparation of their second LIP is informed by their SCS and that the LIP Delivery Plans presented in Section 3 is fully consistent with wider Corporate Objectives and plans to achieve the targets presented in the boroughs Local Area Agreement (LAA).

"A bold and visionary new Corporate Strategy for 2010-2014!"

The Council's new Corporate Strategy "*Brent – Our Future 2010-14"*, sets out the vision that Brent will be a ***"thriving, vibrant place, where our diverse community lives in an environment that is safe, sustainable and well maintained".***

The new Strategy presents objectives to:

- **Create a sustainable built environment that drives economic regeneration and reduces poverty, inequality and exclusion;**
- **Provide excellent public services which enable people to achieve their full potential;**
- **Promote community cohesion, and improve our quality of life.**

The new Corporate Strategy is an overarching document which gives assurances that other Council strategies, such as this 2nd Local Implementation Plan, are consistent with and strongly link to and reflect key local strategies/frameworks and commitments, such as Brent's Local Area Agreements, Local Strategic Partnerships, and Brent's Sustainable Community Strategy.

In a nutshell - Brent's new Corporate Strategy embraces and encapsulates all of the above. It presents how the borough will lead by example and reduce environmentally harmful greenhouse gas emissions by improving energy efficiency in council buildings, encouraging the use of public transport, minimising business travel, promoting car clubs and cycling facilities and using alternative sources of energy. Brent's second Local Implementation links to all of the above in a strong, robust, visionary yet pragmatic (and moreover - deliverable) way.

Making green choices is very important to many local people and Brent Council wants to make it easier to do this. A Brent 'Green Charter' has been developed which presents how the Council can work together to protect the environment. The document, affording the full support of the Chief Executive and the Corporate Management team, is progressive and lends strong backing to a number of Mayoral aspirations and objectives linked to improving transport in London.

The new Corporate Strategy explains how Brent has great potential for economic regeneration. Brent benefits from excellent transport links both into central London and out to the wider sub-region.

With the international visitor destination of Wembley Stadium located at its heart, Brent is ideally located as a place to do business and attract new investment into the borough. The council is leading this drive with the creation of the **new Civic Centre within the Wembley regeneration area**. This unique building will provide a world class public facility. It will be the most environmentally sustainable public building in the country, offering accessible community services and much needed space for arts and cultural events. Bringing together council activities, along with our partners, into one modern building will enable us to provide better customer services while significantly reducing our property and administrative costs. These savings mean that the Council can create an outstanding community asset for the future while still making better use of our public funding.

Our regeneration plans will be delivered within the context of creating a sustainable economic and social environment which provides residents with the services and opportunities they need, while protecting the quality of our environment for the future. For this reason the Council is concentrating growth within 3 areas:

1) **That have good public transport access;**
2) **Have the capacity to accommodate growth, and;**
3) **Are in need of regeneration.**

The council will work with partners to implement a corporate "Climate Change Strategy" so that the whole borough is prepared for its effects and local communities are kept informed. Where possible the Council will make sustainable choices in our purchasing of goods and services and promote the work of the Brent Fairtrade Network.

"Environmentally the Council will lead by example and aim to reduce our CO2 emissions by as much as 25% by 2014." - **This will be achieved by improving energy efficiency in council buildings, encouraging the use of public transport, minimising business travel, promoting car clubs and cycling facilities and using alternative sources of energy.**

Brent's new Corporate Strategy, "Brent Our Future, 2010-2014", can be downloaded or viewed in full here:

http://www.brent.gov.uk/stratp.nsf/Files/LBBA310/$FILE/Corporate%20Strategy%202010-2014%20Brent%20Our%20Future.pdf

2.4 Regenerating Brent

Stimulating Wembley Regeneration – a flagship building for an aspiring organisation

Our investment in the pioneering new Brent Civic Centre will act as a catalyst for greater private sector investment with major retail, leisure and commercial developments coming into the area over the next four years. To enhance access to council services in the south of the borough the Council will be redeveloping Willesden Green Library with more community facilities, a customer service point and a better library. In addition to these two public buildings the Council will create three further multi-use council contact points to ensure that all parts of the borough are well served. The Council will also be working with the voluntary sector to develop a resource centre for local community and voluntary groups.

Artist's impression, Brent's new Civic Centre, part of the wholesale regeneration of Wembley

Plans for the greenest civic centre in the country received unanimous approval from the Brent Council Planning Committee on Tuesday 16 March 2010.

This building, the first ever civic building to be built by Brent Council, will be the greenest civic building in the country. It will command an enviable position in the heart of the Wembley regeneration area opposite Wembley Stadium and Wembley Arena.

The new centre will be a landmark building designed by award-winning Hopkins Architects Town planning, environmental, structural design and sustainable technology advice was provided by specialist consultants Scott Wilson. The nine-storey building will accommodate around 2,000 staff and, for the first time ever, all our services will be delivered from one building.

"A unique building… a world class public facility…
the most environmentally sustainable public building in the country."

Brent - a borough of growth and opportunity

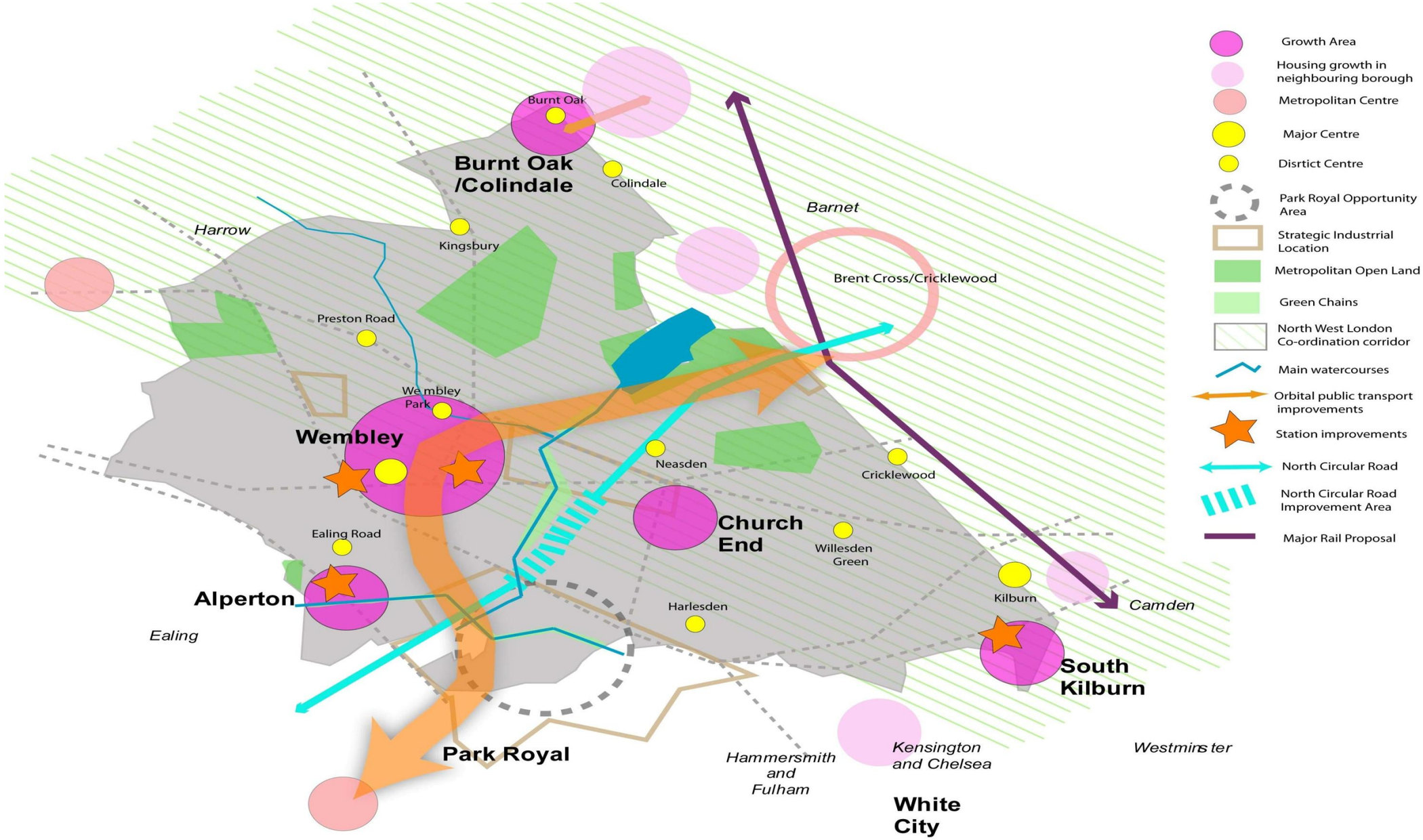
As presented in the illustration on the following page, Brent's Local Development Framework (LDF) identifies five key growth areas across the borough:

- **Alperton;**
- **Burnt Oak/Colindale;**
- **Church End;**
- **Wembley;**
- **South Kilburn.**

These areas will be transformed by working with the private sector to create opportunities for more business, retail, housing and environmental improvements. Through the positive reputation the Council has established with developers, vital new investment will be brought into these areas. In consultation with local resident's, the Council has agreed plans to tackle the poor environment and air quality along the North Circular Road. These plans will include redesigning local housing and making better use of open spaces to minimise the impact of traffic on peoples' daily lives.

The Council will use these regeneration projects to enhance the local skills base of Brent residents, supporting local employment and training wherever possible. Poor transport services to some parts of the borough act as a barrier to employment and the Council will work with partners in Park Royal to improve transport services to the area. In addition to regenerating the physical environment existing local businesses are of course crucial to the economic future of the borough. The Council has good relationships with many of small and medium-sized firms across Brent, and is working with our Employers Partnership to coordinate the business support available to grow local enterprise.

The 2012 Olympic and Paralympic Games is a great opportunity to promote Brent as a destination and the Council is working with local businesses to enhance the employment and tourism opportunities from Brent being an Olympic venue.


Burnt Oak
Burnt Oak /Colindale
Colindale
Harrow
Kingsbury
Barnet
Brent Cross/Cricklewood
Preston Road
Wembley Park
Wembley
Neasden
Cricklewood
Church End
Willesden Green
Ealing Road
Alperton
Harlesden
Kilburn
Camden
Ealing
South Kilburn
Park Royal
Hammersmith and Fulham
Kensington and Chelsea
Westminster
White City
Growth Area
Housing growth in neighbouring borough
Metropolitan Centre
Major Centre
Disrtict Centre
Park Royal Opportunity Area
Strategic Industrrial Location
Metropolitan Open Land
Green Chains
North West London Co-ordination corridor
Main watercourses
Orbital public transport improvements
Station improvements
North Circular Road
North Circular Road Improvement Area
Major Rail Proposal

Determining an appropriate level of growth

The direction for the future change and regeneration of the borough also needs to accommodate population and housing growth. The issue is how much growth is appropriate and how, where and when it can be provided. The council accepts that at least 10,146 new homes (including 1,000 non self-contained homes) can be accommodated in Brent up until 2016/2017,and will aim for a target of 50% affordable in accordance with the London Plan.The GLA have further estimated that a total of 1,030 vacant dwellings could be brought back into residential occupation over the same ten year period; thereby increasing the housing capacity to the target of 11,200 new homes.

This equates to an approximate increase in population of 25,000-28,000, about 10% increase on the current population.

This is above the current population projections for the borough but is compatible with Brent's status as an 'Opportunity Borough' and with its ability to accommodate new housing. It is considered to be an acceptable level of growth, given the capacity of sites to accommodate new development and the constraints that the need for new infrastructure will impose.

This level of proposed growth will still require an increase in provision of sustainable infrastructure whilst maintaining sufficient green space. In order to achieve the required levels of sustainable development, and in particular to reduce the need to travel by car, population growth requires that additional jobs should be available locally. In this way the borough can benefit from the advantages that growth and associated regeneration brings, whilst ensuring that there is adequate provision of key infrastructure, both social and physical.

Two areas of Brent are identified in the London Plan as '**Opportunity Areas**' - ***Park Royal*** and ***Wembley***. In Park Royal there is a need to renew what had become in the 1980s a run-down industrial estate and to provide new business opportunities and jobs, although much of the more modern accommodation can now be found within the Brent part of the estate. The impetus for renewal at Wembley was provided by the decision to rebuild Wembley Stadium as the new National Stadium and the associated enhancement of the infrastructure.

Other priority areas for physical and social renewal are large housing estates built in the 1960s or 1970s where a combination of physical and social problems means that wholesale redevelopment or refurbishment is necessary. Much progress has already been made with ***Chalkhill Estate*** completed and ***Stonebridge Estate*** having been substantially rebuilt and renewed. Progress has also been made at ***Church End*** and ***South Kilburn***, where New Deal for the Community funding is promoting major regeneration. At both Church End and South Kilburn, there are opportunities for additional housing and other facilities as well as replacing sub-standard accommodation. Both areas therefore, can be identified as focuses for further growth.

Both areas benefit from good accessibility by public transport. Therefore **Church End** and **South Kilburn** are identified as **Growth Areas.**

Regeneration of brown-field sites, albeit much needed, results in additional pressure on the existing public transport network. The Council will lobby for improvements/increases to frequency of stopping services, for example, Chiltern Trains serving Wembley Stadium station. At present, the best people can expect is 2 trains / hour.

Other areas of the borough where growth can be focused are those where there is potential to redevelop with a mix of uses. This means that sites have to be available, there has to be at least a good level of public transport accessibility and they are not areas that are worthy of protection, i.e., are a generally poor environment or townscape and are not strategic employment locations that should be retained as such. Two such areas can be identified, at Alperton and on or close to the Edgware Road at Burnt Oak/Colindale. Therefore, **Alperton** and **Burnt Oak/Colindale** area identified as **Growth Areas**.

Population and Housing Growth

The borough will plan for sustainable population growth of between 25,000 and 28,000 people by 2017.

The provision of at least 22,000 additional homes (including 1,030 re-occupied vacant homes) will be delivered between 2007 and 2026 (including over 11,200 homes from 2007/08 to 2016/17). The borough will aim to achieve the London Plan target that 50% of new homes should be affordable. At least 25% of new homes should be family sized (3 bedrooms or more).

Over 85% of the new homes will be delivered in the growth areas with the following minimum targets (excluding the reoccupation of vacant homes):

	2007-2016	2017-2026
Wembley	5,000	6,500
Alperton	1,500	100
Burnt Oak/Colindale	1,400	1,100
Church End	700	100
South Kilburn	1,400	1,000
Rest of the borough	2,050	360

The council will also promote additional housing as part of mixed use development in town centres where public transport access is good.

Apart from the areas identified above, other town centres such as Kilburn, Harlesden, Willesden Green, Cricklewood, Kingsbury and Neasden are suitable for housing growth by virtue of public transport provision and local shops and services but do not necessarily have the range and number of opportunities to do so.

Housing Growth in Brent's larger town centres will be confined mostly to individual sites coming forward. In short, while new housing is welcomed in these town centres, scope for growth is very limited. The focus on growth areas does not mean, however, that other areas in need of regeneration will be neglected.

Regeneration, Planning, Transport & Successful Placemaking

In identifying the primary locations for focusing growth, the council has taken account of the need to regenerate areas important to London as a whole as set out in The London Plan. These include the need for physical and social renewal locally, development opportunities presented by the availability (or potential availability) of appropriate sites and the provision of good access to public transport. It is recognised, however, that not all of the ingredients of successful places will be present in growth locations and that if cohesive, sustainable communities are to be created, the appropriate physical and social infrastructure must be provided as well. These areas must be planned and designed so that all of the elements of successful places are present, such as facilities to meet community needs as well as quality design, distinctive character and identity.

Therefore the council has prepared the Wembley Masterplan (2009) and the South Kilburn Supplementary Planning Document (as produced in 2005 and currently been reviewed/updated). In addition, the council is preparing guidance for Alperton, Church End and Burnt Oak/Colindale. The council is keen to stress that, although these areas share characteristics in support of accommodating levels of housing growth, each area has the potential to develop a very distinct identity and sense of place derived from economic uses, public art, existing historical assets, public realm, building typologies, as well as the creation of green spaces, habitats, landscaping and tree planting. Where appropriate, the council will secure these through planning obligations as development comes forward.

Development Density, Design Quality & Place-Shaping

Growth areas are generally well connected by public transport. This does not preclude opportunities to improve public transport accessibility in growth areas. The growth areas also do not have uniformly high PTAL ratings as they are

spread across wide areas. For example, parts of Alperton set around the underground station are identified as having a high PTAL and therefore can, in principle, support high density development. Very quickly however, accessibility levels fall away as the environment becomes much more suburban in character. Therefore in determining appropriate densities in growth areas, as a starting point the council will have proper regard for the Mayor's Transport Strategy.

Wembley Regeneration

Brent's vision for Wembley was launched in November 2002 and challenged our partners to deliver a new Wembley, which by 2020 will be the vibrant heart of Brent, a key contributor to the London economy, and a national and international destination. A master plan was prepared in 2004, which identified the council's and community requirements to ensure that there was a comprehensive approach to the land surrounding Wembley Stadium.

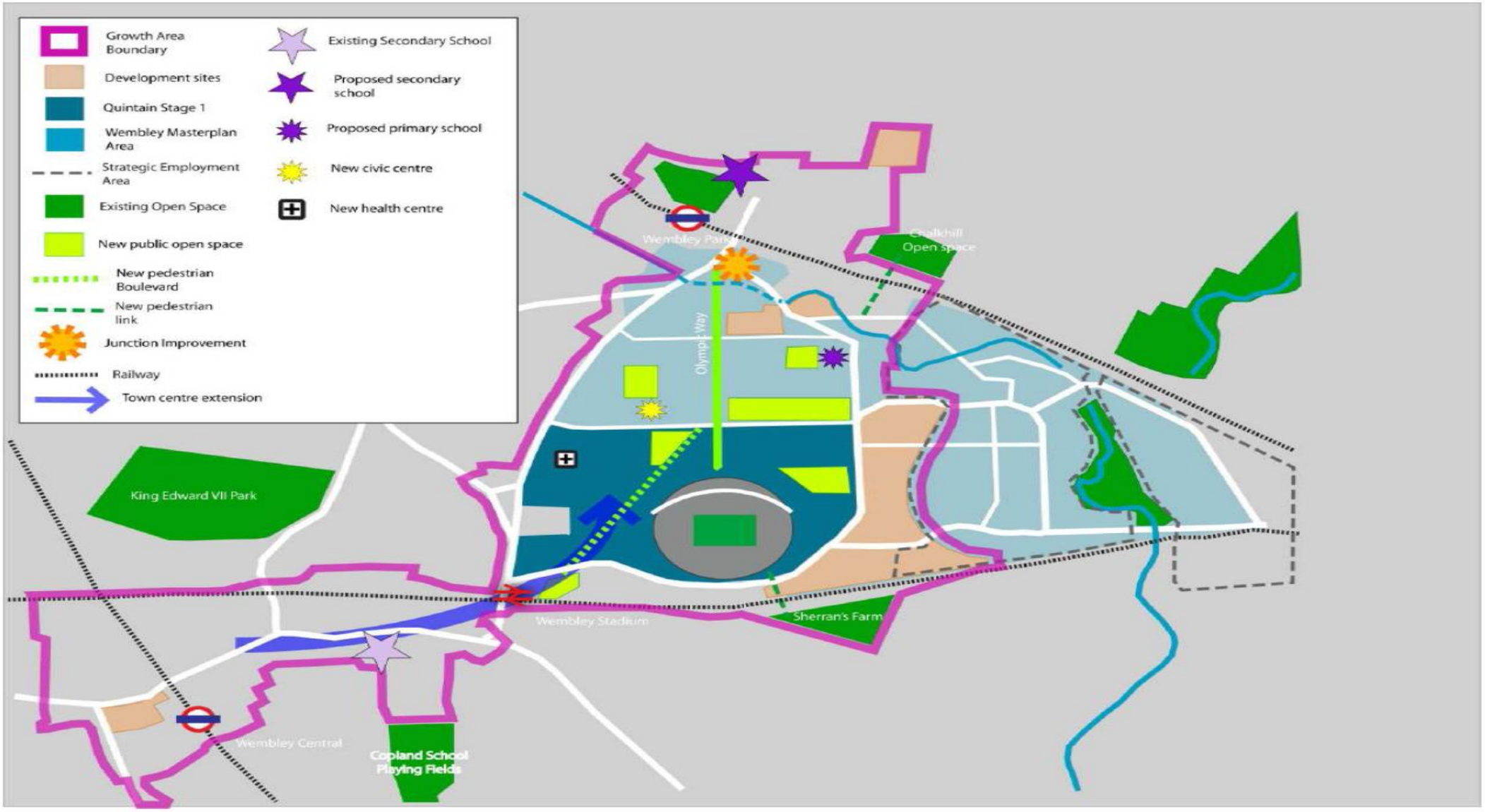
Over the following years, the vision began to transform into reality and became one of London's fastest moving regeneration schemes. With the completion of Wembley Stadium, the local landscape has changed. Wembley Arena was refurbished, a new public square introduced, and the new White Horse Bridge connected the Town Centre to the wider regeneration area. In addition, there has been significant investment to the transport infrastructure, with all three stations undergoing major improvements to make Wembley easily accessible by public transport.

With the shift in market conditions and rising development pressures, the 2004 Wembley Masterplan was revisited with a view to develop and strengthen its remit to include lands to the east and north of the new Stadium, maximising the regeneration potential of this area in line with the Council's Vision. In particular, the revised master plan emphasised Wembley being Brent's core growth area for the next 20 or more years and has capacity to provide over 10,000 new homes, over 5,000 new jobs, a new school and a new Civic Centre as it's centrepiece

Key Achievements.

- The completion of the National Stadium and refurbishment of Wembley Arena has resulted in a step change in the pace at which new development and infrastructure has been provided across regeneration of the area.
- 2009 Revision and adoption of Wembley Masterplan as a supplementary planning document
- Quintain Estates and Development plc (Quintain) have delivered 520 homes as part of the Stage 1 multi-purpose application (4200 total), of which nearly half are affordable.
- Quintain have also provided provide 2,500 square metres of community space, including a new employment portal located within Forum House, a new nursery and a new primary health care centre.
- The Envac waste handling system was installed and became operational in December 2008 and is key to promoting recycling, reducing vehicle movements to collect waste, and to provide a more cleaner and healthier environment for people to live and work.
- Brent is soon to deliver a landmark development comprising 84 homes which overlooks the regeneration area. The scheme comprises 27 private and 57 affordable units which are being delivered under the Council's Housing and Social Care PFI scheme.
- The Council has acquired land in the heart of the regeneration area for our new Civic Centre Building which is to be a landmark building and a centrepiece of the regeneration of Wembley, which will bring together council departments from across the borough into one central location.
- All three Wembley tube and rail stations have been improved to provide substantial additional capacity and enhanced environments for visitors and commuters.
- The White Horse Bridge also provides an important new public space which connects the Wembley Stadium regeneration area to the surrounding town centre. The White Horse Bridge has also become a focal point for local and communal activities.
- Completion of the Central Square town centre redevelopment which was achieved in 2010. The redevelopment has transformed the area to provide a mixed use development, which include 259 residential units, a new town square, a refurbished car park and 135 square meters of retail and leisure space. 532 new homes have been developed across the town centre, of which 228 are affordable housing units.
- The development of the Ark Academy is on site and was completed late 2010. The new academy offers 1,600 school places for pupils aged 3 to 18 years and helps provide urgently needed school places in the borough.
- Quintain have already developed a new nursery for up to 70 children as part of the Forum House development. The nursery includes an outside play area and opened late 2010.

Map of the Wembley Master Plan Area



South Kilburn Regeneration

South Kilburn was largely developed between 1840 and 1875, and many of the older buildings date back to that time. Nowadays, the area comprises 3,360 dwellings of which approximately 2,300 are council owned. The dwellings include a mixture of traditional street properties, Bison wall-frame and other kinds of more traditional housing. South Kilburn is the last significant area in Brent not to have seen a substantial investment in its housing stock. A lot of work and projects are being undertaken by the team in conjunction with local community groups, tenants associations and residents.

A new approach to regeneration in South Kilburn

The Council is now looking at how individual sites could come forward for redevelopment in a number of key phases. The key objective is to take advantage of funding in the short term from a number of different sources.

The council and the South Kilburn Partnership (formerly South Kilburn New Deal for Communities) are in the process of producing a new South Kilburn Masterplan to try to attract funding for redevelopment. The new Masterplan's focus is on delivery, with phases 1a and 1b commencing from 2010-2012, and 2012-2014 respectively. Until the new Masterplan is adopted, the previous 2005 Masterplan is still used as policy guidance.

www.brent.gov.uk/tps.nsf/pages/LBB-237

The South Kilburn estate as a whole comprises 3,310 homes, of which 2,251 are social rented and the remainder, owner-occupied or private rented. The estate is the largest concentration of social housing in Brent and among the largest in London. The long term vision for South Kilburn has been distilled from community views.

The vision proposes South Kilburn as:

- **A single neighbourhood where people are proud to live, learn and work;**
- **A safe neighbourhood, free from crime and the fear of crime; and**
- **A sustainable neighbourhood which works together to meet the needs of its diverse communities.**

Top of the list in relation to community objectives is the desire for good quality and affordable homes. The community recognises the links between housing condition and other indicators of social exclusion – in particular health – and is keen to see radical alternatives to the status quo being explored.

The Masterplan's focus is on delivery, with phases 1a and 1b commencing from 2010-2012, and 2012- 2014 respectively. Until the new Masterplan is adopted, the previous 2005 Masterplan is still adopted as policy guidance.

Key Achievements

- The construction of 135 new homes at Thames Court and Granville Homes developments. In addition, a new sports hall has been constructed in partnership with St Augustine's School and Westminster Council.
- The Council has received Growth Area Funding of £4m and has used this to secure the relocation of the Albert Road Day Centre to release the site for the new housing being delivered under phase 1.
- Planning and funding has been secured for four sites to be delivered under phase 1 and works have commenced or are due to commence on Gordon House (28 units), Texaco Garage (50 units), Albert Road (152 units) and the roundabout site (131 units).
- The creation of the South Kilburn Neighbourhood Trust with an asset base of £4.5m is a key achievement.
- A South Kilburn Partnership Board has also been established and has set up four thematic groups representing key agencies delivering services and with resident participation.

Alperton Masterplan SPD

The Alperton growth area is a strip of brownfield land along the Grand Union Canal from Middlesex House in the west to Northfield Industrial Estate in the east. The LDF Core Strategy has identified this land for approximately 1600 new homes with supporting physical and social infrastructure.

The council is developing a Masterplan SPD for Alperton to set out in detail the ambition to transform this poor quality industrial area into a new mostly residential neighbourhood. The document will provide clear guidance for developers, landowners and residents about the significant scale of change proposed. The overall vision describes Alperton as having three distinct character areas by virtues of use, scale and appearance, linked together by a lively stretch of the Grand Union Canal. When the Council transforms Alperton, pedestrians and cyclists will be able to move freely and easily through the area. Alperton will be tied together by a network of new streets, public spaces and footbridges.

Barham Park

The Barham Park Estate is located on Roundtree Road and Saunderton Road. It has good transport links and is well served by public transport connections. The plans to regenerate Barham Park includes demolition of 214 resiform constructed buildings containing circa 500 people and redeveloping 335 units to contain between 750 to 800 people within the current estate. This is to be achieved within a period of 5 years.

The Plans include a medium size retail outlet (Tesco metro type) as well as a community centre and offices in addition to the 335 units. 162 Parking spaces will be provided and 531 cycle spaces will also be provided. Although the main road is not part of the development the junction layout improvements' will be required to deal with the bottleneck created on the Harrow Rd – directly outside the Estate. This link goes to the Transport Assessment which was submitted as part of the Planning Application.

http://www.Brent.gov.uk/servlet/ep.ext?extId=126153&other1=448412&other2=7

North Circular Road Regeneration Area.

The North Circular Road splits Brent into two – dividing the largely attractive, suburban communities in the north of the borough from the denser inner-London environment found in the south. The six lane road, which carries transit traffic east-west through the borough, is a formidable barrier for the residents of the area.

One hundred thousand vehicles a day already pass through Brent on the North Circular Road between Staples Corner and Hanger Lane. The North Circular Road is one of the main arteries of the borough and the only road classified as a GLA Road. It is a route of strategic importance and most of the traffic along it, including a high proportion of heavy goods vehicles, is passing through the Borough rather than travelling to or from locations within it. A direct consequence of the volume of traffic is the high level of air pollution on or adjacent to the road and the level of noise. The road is also a major barrier to cross movement, creating an impermeable barrier between the two halves of the borough.

There are fourteen crossings within the Brent section, five of which take motor traffic:- Abbey Road, Harrow Road, Brentfield Road, Neasden Lane North and Staples Corner on the A5. In addition to these, there are several crossings suitable for pedestrians and cyclists (but not necessarily signed as such) including the tow-path on the aqueduct carrying the Grand Union Canal, six footbridges, and two underpasses.

Connectivity and convenience of crossing the North Circular Road is very poor, with the vehicular crossings very congested especially at peak times, and a generally poor urban realm at most of the other crossings. This situation discourages short local trips on foot or by bike. For cyclists, connectivity between the bridges across the NCR and the surrounding cycle links is poor, and crime, and the fear of crime is high around the underpasses. A key priority for this LIP2 period is therefore to improve the urban realm, and rationalise the linkages to and from these crossing points to encourage more walking and cycling. For both walking and cycling, signage and wayfinding needs considerable improvement, an audit of signage for motorists (for example speed limit signage on exit roads) would have a beneficial effect.

The Barclays Cycle Superhighway Route 11 is proposed for Brent, and is currently mapped along the A5. A CRISP study undertaken during the LIP1

period concluded that there may be alternative more effective crossing point, to the west of the A5. A priority therefore is to ensure that whatever route is agreed, the crossing point will be safe, convenient and direct for cyclists traversing north-south.

At various places along its length there are sensitive uses, particularly housing which often accesses directly onto the road. The residents in these properties have to suffer from the major problems associated with the road. As London's growth fuels increased traffic flow through the area, environmental and health concerns are becoming even more apparent. The entire area is a designated Air Quality Management Area, with local communities experiencing high incidences of respiratory problems. Noise pollution too is well above comfort levels for local residents.

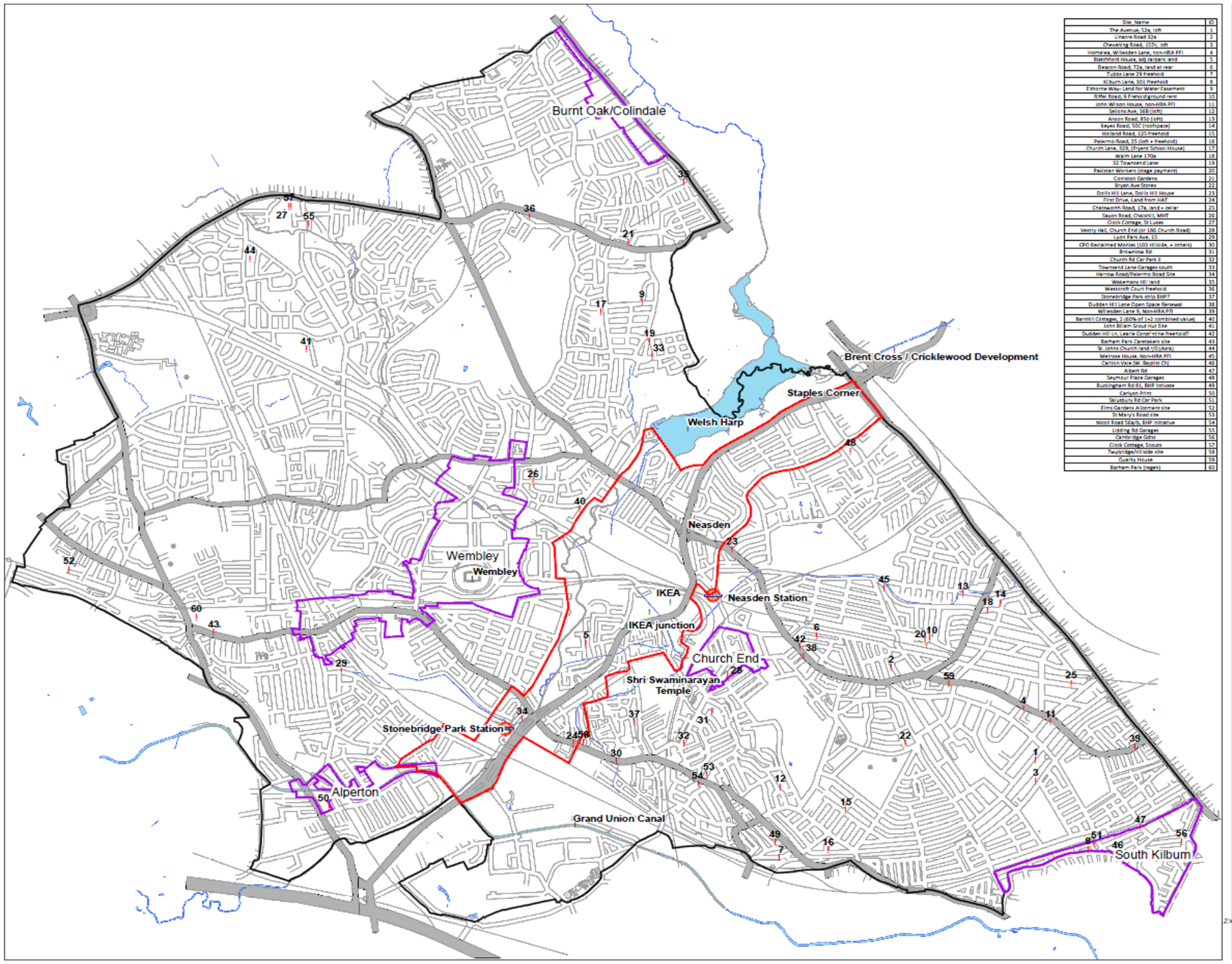
Imagination and ambition are required to build a new vision for the North Circular Road Corridor. A 1960s urban motorway segregating communities and impeding good public transport is simply unacceptable Improved pedestrian facilities and orbital bus services are just two ways this can be achieved.

The Council has a vision to transform the North Circular Road Regeneration Area, which has been identified within the Core Strategy of the Local Development Framework as an area requiring improvement. Underpinning the vision to transform the area are four outcomes that should be achieved:

- **To create a series of distinct places within the regeneration area, and for the North Circular Road to connect these places rather than simply passing through anonymous suburban areas;**
- **To create a significantly improved environment for local communities – with less pollution, more green space, improved connectivity and better community facilities;**
- **To showcase the Borough's key attractions - many of which sit adjacent to the North Circular Road – improving their visibility and accessibility for visitors and local communities alike. These key attractions include: Wembley, Welsh Harp, IKEA, Shri Swaminarayan Mandir, Ace Café and, just outside of the Borough, the Brent Cross regeneration area.**
- **To counter the negative environmental impacts of the North Circular Road by turning the Brent section into the 'greenest' stretch of highway in London.**

During the LIP1 period some measures such as wooden fencing, were installed to reduce the noise and pollution levels in housing adjacent to some sections of the road, and this is to be encouraged further. Brent would also welcome additional improvements to the footways (sections of which could be signed for dual pedestrian and cyclist use) alongside both the northern and southern flanks of the road, as well as measures to reduce speeds and calm traffic entering or leaving the NCR on the slip roads. Finally, some sections of the carriageway pond very badly in wet weather, to the detriment of the pedestrian and cyclist, and Brent Council would welcome engineering solutions to address this issue.

The Mayor has indicated that traffic flows should be smoothed out, potentially decreasing the time available for pedestrians and cyclists to cross at key junctions along the NCR. Brent Council would caution moves to decrease the phase time for cyclists and pedestrians, particularly where there is a history of RTAs at certain crossing points, as this would further discourage travel by sustainable modes. However, at certain crossing points such as the grade-separated junctions at Abbey Road, Harrow Road and Staples Corner, there may be an advantage in including plans for installing toucan countdown signalisation which may help reduce casualties.



Site_Name	ID
The Avenue, 72a, loft	1
Lmacre Road 32a	2
Chevening Road, 157c, loft	3
Homelea, Willesden Lane, non-HRA PFI	4
Blandford House, adj carpark land	5
Deacon Road, 72a, land at rear	6
Tubbs Lane 29 Freehold	7
Kilburn Lane, 301 freehold	8
Elthorne Way- Land for Water Easement	9
Riffel Road, 9 Frehold ground rent	10
John Wilson House, non-HRA PFI	11
Selborne Ave, 36B (loft)	12
Anson Road, 85b (loft)	13
Keyes Road, 50C (roofspace)	14
Holland Road, 125 Freehold	15
Palermo Road, 25 (loft + freehold)	16
Church Lane, 329, (Fryent School House)	17
Walm Lane 170a	18
32 Townsend Lane	19
Pakistan Workers (stage payment)	20
Carlston Gardens	21
Bryan Ave Stores	22
Dollis Hill Lane, Dollis Hill House	23
First Drive, Land from HAT	24
Chatsworth Road, 17a, land + cellar	25
Saxon Road, Chalkhill, MHT	26
Clock Cottage, St Lukes	27
Vestry Hall, Church End (or 186 Church Road)	28
Lyon Park Ave, 15	29
CPO Reclaimed Monies (103 Hillside, + others)	30
Brownlow Rd	31
Church Rd Car Park II	32
Townsend Lane Garages south	33
Harrow Road/Paramo Road Site	34
Wakemans Hill land	35
Westcroft Court Freehold	36
Stonebridge Park strip BHP?	37
Dudden Hill Lane Open Space Renewal	38
Willesden Lane 9, Non-HRA PFI	39
Bannhill Cottages, 2 (80% of 1+2 combined value)	40
John Billam Scout Hut Site	41
Dudden Hill Ln, Learie Constantine freehold?	42
Barham Park Caretakers site	43
St. Johns Church land r/b (Aara)	44
Melrose House, Non-HRA PFI	45
Carlton Vale (Nr. Baxter Ct)	46
Albert Rd	47
Seymour Place Garages	48
Buckingham Rd 81, BHP Initiate	49
Carlyon Prec	50
Salusbury Rd Car Park	51
Elms Gardens Allotment site	52
St Mary's Road site	53
Nicoll Road 50a/b, BHP initiative	54
Lidding Rd Garages	55
Cambridge Gdns	56
Clock Cottage, Scouts	57
Twybridge/Hillside site	58
Oakthy House	59
Barham Park (regen)	60

BRENT COUNCIL

Council Disposal Sites in relation to Housing Growth Areas and the North Circular Road Regeneration Area

Legend

- NCR_Regeneration
- Disposal Sites
- Key Landmarks
- Housing Growth Areas
- Brent Borough Boundary
- Major Roads
- Waterways

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April 2009

Produced by the GIS Development Team

Brent Cross / Cricklewood.

Brent Council supports the principle of the regeneration of the Brent Cross / Cricklewood (BXC) area. The provision of better shopping and other town centre facilities which will meet the needs of residents in Brent as well as Barnet are welcomed.

The proposed expansion of new retail floor space meets a need for this part of London as identified by Retail Need and Capacity assessments carried out London-wide and locally, and Brent has taken account of the proposed floor space in making its own assessments of retail floor space need in Brent.

However, Brent has concerns about the potential transport impacts of aspects of the proposals on parts of Brent which can be summarised as follows:

- The proposals will have a significant impact on traffic movement, traffic management, parking restraint and access for the North East of Brent.
- Certain local access manoeuvres can no longer be made and there will be a significant network impact in the Dollis Hill area as a whole
- From the assessments made it is clear that the proposals will have a significant impact on network flows along Dollis Hill Lane itself.
- The proposed junction changes require further testing and designto assess the full impact of the proposals on the mml bridge link, Dollis Hill Lane and the A5 itself.
- The arrangements shown on A5/Humber Road/WHF may only prove acceptable provided there is a restriction on HGVs to and from the South and that direct access for general traffic to Humber Road is limited, in particular by removing the heavy right turn from the north

As a result of the planning permission which was granted in October 2010 for the development proposals, Brent Council will be a principal consultee on the proposed A5 corridor study which is proposed to address these issues including the design and operation of junctions along the A5 and will be a member of the proposed Transport Advisory Group set up to consider such matters.

Public Transport

The Council would wish to maximise opportunities for public transport, pedestrian and cycle access to the new town centre, especially more significant improvements to orbital public transport than currently proposed. Better links between the Wembley growth area and Brent Cross/Cricklewood, both designated Opportunity Areas in the London Plan, are highlighted in Brent's draft Core Strategy as a requirement for sustainable growth.

Also, the recently published North West London to Luton Corridor prospectus, January 2009, to which Barnet and Brent are both signatories, highlights the need to ensure improvements are made to east-west orbital connections. In addition to concerns about the effects of re-routing bus routes on access to the Staples Corner employment area outlined in the technical report, the Council is also concerned that works undertaken to improve road access to Brent Cross and to better improve traffic movement at the Staples Corner roundabout should not prejudice future opportunities to provide light rail, or other fixed link, to the new town centre from Brent.

Furthermore while the Council supports the proposed BXC railway Station with access from Brent, information/clarification is required regarding the control of the additional vehicular traffic this will attract, in order to limit pressure on parking in the Brent locality where parking is currently uncontrolled in contrast to the controlled parking throughout the BXC development. In relation to parking Brent request that greater publicity of parking availability is provided to reduce the potential for overspill parking on the Brent Road Network around the industrial estate and surrounding residential areas where parking is currently unrestricted.

Olympic Way, affectionately known to many across the world as "Wembley Way".

Our local town centres provide vital services and amenities within their neighbourhoods. The Council will work with local traders to improve their viability by creating a better mix of retail and leisure businesses, providing free parking for the first hour and improving public transport services. The Council will work with Camden Council to develop plans to improve Kilburn High Road as a shopping area.

Growth Points - Placing Additional Pressure on the Transport Network

While there is no quick solution to meeting all the housing need in the borough the Council provides a range of services that help to prevent people losing their homes, address inequalities and offer alternative solutions. The Council will continue to reduce the numbers of families who are in temporary accommodation through our partnership work with registered social landlords and the private rented sector. Working with private landlords to improve the quality of rented accommodation and bringing unused property back into use will be part of our overall strategy to create a better supply of affordable housing in Brent.

One of the core principles of our Housing Strategy is to create more housing within our growth areas at Wembley, Alperton, South Kilburn, Church End, Burnt Oak and Colindale. Over the next four years the Council will facilitate the development of 4500 new homes in the borough and 50 per cent of these will be designated as affordable. There is a particular shortage of family sized housing in the borough, which the Council needs to protect through limiting the conversion of larger properties into flats. The Council will also ensure that 25 per cent of all new build properties are suitable for families.

Reducing Crime and the Fear of Crime

Protecting the public from crime and reducing the fear of crime is one of our highest priorities. Despite an overall decrease in crime of over 20 per cent in recent years, there are still some parts of the borough where violent crime, including knife and gun crime, is a concern.

The Carlyon Road – Mount Pleasant pedestrian route was posed a perilous walk between a local school and deprived residential area with narrow, overgrown access ramps to the Grand Union Canal.

Our range of local ward projects designed to reduce anti-social behaviour are popular and successful. These targeted initiatives create alternative options for young people, tackle problem locations that encourage anti-social behaviour and use the right level of deterrent measures to prevent reoffending. 85 per cent of resident's are happy with how the Council has dealt with anti-social behaviour in their area and as a result the number of young people coming into the criminal justice system has reduced.

Not only did the new "Grand Union Bridge" facilitate significant improvements for pedestrian and cyclist access to the Grand Union Canal, near Alperton, it was unique in its overarching objectives and aspirations to design out crime.

Although Brent is now a safer place, residents still express concern about crime levels. Through the Safer Neighbourhoods Teams (SNT's) the Council is working with the police to provide local people with more influence and information about how their neighbourhoods are policed. The SNT's work with the Ward Panels and neighbourhood watch to coordinate the work of the Police Community Support Officers on the streets. High visibility policing is central to our approach to stopping street crime and helping to reduce the fear of crime felt by local people
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2.5 Mayoral High Level Outputs

This section presents the Mayor's "high profile outputs" and how Brent intends to facilitate their delivery.
The Mayor's Transport Strategy presents 6 "High Level Outputs". These are:

(1) Cycle Superhighway schemes;
(2) Cycle parking;
(3) Electric Vehicle Charging Points (EVCPs);
(4) 'Better Streets';
(5) Cleaner local authority (vehicle) fleets;
(6) Street trees.

Brent's Support for High Level Output (1) - *Cycle Superhighway Schemes*

The Mayor has proposed the creation of 12 radial Cycle Superhighways to improve cycle access to central London.

All boroughs are required to demonstrate how they intend to support the delivery of Cycle Superhighways on borough roads by including in their Delivery Plans specific supporting measures to be implemented (as part of their packages of schemes for the Corridors & Neighbourhood, Maintenance and Major Scheme programmes). These measures could include cycle parking, cycle training and other smarter travel initiatives.

Brent Council affords strong support to the Mayor's proposals for Cycle Superhighways in London and is fortunate to have one of the proposed routes - Route 11 - proposed to traverse the A5 corridor, from Barnet, through Brent and into Camden / inner-London.

More detailed information of Brent Council's extensive cycling initiatives over the LIP-2 period and beyond is outlined in section 2.10.

Brent's Support for High Level Output (2) - *Cycle Parking*

The Mayor has set a target to provide an additional 26,000 cycle parking spaces to the 40,000 previously anticipated by 2012. It is proposed that this will comprise:

- **25,000 spaces in schools, workplaces and stations;**
- **20,000 short-stay spaces on-street or otherwise in a public place**
- **1,000 spaces in secure cycle parks**
- **20,000 spaces at home (including new developments)**

All boroughs have a role in delivering an increase in cycle parking and are required to demonstrate in their Transport Objectives section how they will support the achievement of this Mayoral priority.

Brent Council believes that high quality, secure cycle parking is of utmost importance in attracting more people to make journeys by cycling. Often, people use a bus or a car to travel to a local train or Underground station before continuing their onward journey into central London or elsewhere. This first (and last - on the return leg) 'link' to a longer journey is the one that can lead to modal shift, but only if there is a place for a person to securely leave their bicycle and reassure them that their bicycle will still be there upon their return.

Over the lifetime of LIP-2, Brent Council proposes to install 400 new cycle parking stands/spaces. These spaces (or stands) will be predominantly **"on-street"** (i.e. – on the public highways). Transport for London funding (whether that be LIP-2 or 'Biking Borough' funding will not used to fund cycle parking in private developments, such as new blocks of flats, which should be funded by developer (S106) contributions. On occasions there may be a case to use a small element of TfL funding to deliver cycle parking within a housing association or social housing development. Anticipated delivery of cycle parking is as follows: **2011/12** (50), **2012/13** (150) **2013/14** (200).

Brent's Support for High Level Output (3) - *Electric Vehicle Charging Points*

The Mayor has set a target for the provision of 25,000 electric vehicle charging points (EVCPs) by 2015. These are to be comprised of:

- **22,500 charging points in workplaces;**
- **2,000 publicly accessible off-street charging points in a variety of locations, including car parks and new developments; and**
- **500 on-street charging points (e.g. in high street and residential locations).**

All boroughs have a role in delivering an increase in electric vehicle charging points and are required to demonstrate in their Transport Objectives how they will support the achievement of this target. In particular, by identifying:

- **How they will work with employers to provide charging points in workplaces (e.g. through Workplace Travel Plans);**
- **How they will ensure new developments include charging points; and**
- **How they will implement more publicly accessible charging points, either on or off-street, in their borough.**

All boroughs are required to report the actual number of each of the above as part of the annual reporting of interventions.

Brent strongly supports the introduction of EVCPs. In February 2010, Brent Council responded to the consultation regarding London's Electric Vehicle Infrastructure Strategy "Turning London Electric"[5].

Brent Council welcomed the document and supports the principal of Electric Vehicles and the need to expand the supporting infrastructure in anticipation of consumer take-up of these vehicles, which is widely anticipated from 2011 onwards. The Council did not have any significant concerns or questions relating to the aspirations or principles presented in the strategy and the general approach for facilitating the increased take up of electric vehicles by people living and/or working, in London.

Indeed, the Council acknowledges that the technology is proven to have a significantly reduced 'Well to Wheel' carbon footprint/CO2 emissions than traditional fuels - such as petrol and diesel - and is the most appropriate of the 'emerging technologies' to embrace and support on a larger scale, both in London and beyond.

The Council is actively involved on the TfL/London Council's "Electric Vehicle Core Delivery Group", which is assisting in the development/delivery of electric vehicle charging infrastructure across London. Indeed, Brent Council was one of the first to install a 'kerb-side' charging point in the Borough, a number of years ago. Looking forward, Brent has identified funding for a programme of (trial) publically available Electric Vehicle Charging Points (EVCPs) in the borough, for 2010-2011, and beyond, covering the lifetime of this LIP document.

It has been broadly acknowledged by the GLA/TfL that there is lack of public confidence and information about the increasing product range of electric vehicles that are becoming available to the consumer. Issues of particular note are the more technical aspects of these vehicles such as charging abilities and supporting infrastructure, and more pertinently, the range of these vehicles. Such issues are perhaps more easily and successfully overcome through marketing campaigns at a central/London Government level as opposed to a local authority level.

Brent Council also supports the general consensus held by the GLA that there is a need to encourage (Central) Government to take active steps towards ensuring a standard towards electric charging infrastructure, in order to ensure access to, and interoperability between, charging points across the UK.

In 2010-2011, Brent Council is set to introduce Electric Vehicle Charging Points (EVCPs) at two off-street (Council Car park) locations. These car parks are located in Harlesden and Wembley. More information at the plans for electric vehicles and supporting infrastructure in London can be found at: www.sourcelondon.net/source-london

[5] Turning London Electric can be found at www.xxxx.xxxxxxx

The Council will be supporting the Mayor's high-level output of implementing electric vehicle charging points by introducing two trials / publically available charging points in Brent, in 2011

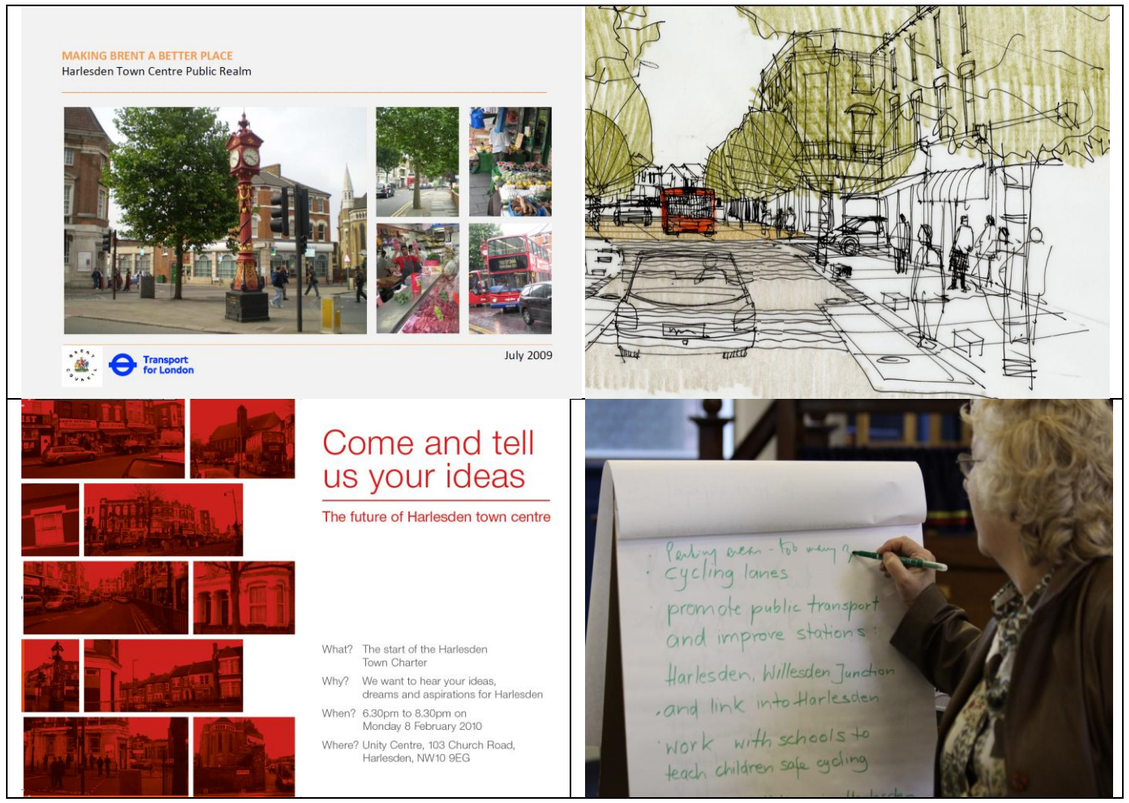
Brent's Support for High Level Output (4) - *Better Streets*

All boroughs are required to demonstrate how they are contributing to the Better Streets agenda with a series of submissions in the Delivery Plan for such projects. These can be funded on their own or through the formula funding or through the Major Schemes programme.

The Mayor's High Level Output objective/principle of "Better Streets", outlines a generic approach applicable within all key places, delivering urban realm improvements in a phased/viable way - 'The Golden Thread'. This long term vision approach utilises both maintenance and other public/private funding as and when it becomes available.

A simple way of looking at the potential for improving the urban realm of town centres is to relate them to a set of typologies. These typologies, developed by TfL, classify town centres into a few types, determined by characteristics such as the main types of transport access, the shape of the town centre and its main uses.

One of the aspects classified is the physical form/shape of the centre: linear (type A); confluence (type B); and constrained (type C). Within the west, the following are type A centres: Ealing, Hounslow, Southall, Chiswick, Wembley and White City. The following are type B: Hammersmith, Park Royal/Willesden Junction, Shepherd's Bush/Westfield and Richmond. Uxbridge and Harrow are type C centres.



Harlesden Town Centre - Brent's priority for town centre Placemaking and "Better streets" treatment, the borough's key TfL "Major Scheme" spanning LIP-2, 2011-2014. Including a healthy element of community engagement during the public consultation process

Protecting our environment, Better Streets = Cleaner Streets!

Making cleaner and greener choices is very important to many local people and the Council wants to make it easier for them to do this. A Brent 'Green Charter' will be developed setting out how the Council can work together to protect the local environment. One key objective is reducing the amount of household waste created and the aim is to increase the proportion of waste that gets recycled or composted to up to 60 per cent by 2014.

Everyone deserves to live in a clean and well maintained neighbourhood. Clean streets, free of nuisance cars, graffiti and dumped rubbish will be the norm. The Council will prosecute those individuals that do not respect our shared environment and spoil our streets. Brent residents value their parks and open spaces. The Council will protect our parks by improving their biodiversity and most importantly enabling people to use them safely with improvements to the wardens service. New sports and physical activities, particularly for older people, children and young people will be available in local parks and more multi-use games areas will be provided in suitable spaces. Overall our development plans aim to increase the amount of maintained open space within the borough.

The Council will continue to enhance the public realm, improving the state of the roads and pavements, and increasing road safety, particularly where it affects children. In addition the council will lobby the Mayor of London on strategic transport issues which matter to Brent, including high-speed orbital bus-based services connecting outer London town centres.

The Mayor's Transport Strategy, the emerging sub-regional Transport Strategy and this document, the borough Local Implementation Plan, will facilitate the delivery of the aforementioned aspirations across Brent.

Brent takes pride in maintaining and cleaning it's streets to a high standard and to support this, the Council's "Street Cleansing Specification" includes the following requirements, woven into Brent's "Local Area Agreement":

- **The removal of all litter, detritus and other debris from highways and other areas described in this specification (including the North Circular Road;**
- **The provision of an 'Emergency Cleansing Service';**
- **The provision of special event services in connection with special and/or major events in the Borough;**
- **The provision of an Intensive Cleaning Programme;**
- **The collection of waste from litter bins and the washing of litter bins and liners;**
- **The removal of fly posting;**
- **The removal of fly tips;**
- **Cleansing of car parks;**
- **The cleaning of grass verges, highway amenity areas, flower beds, and planters;**
- **The cleaning of all recycling bank sites;**
- **The cleaning of areas under bridges, including removal of bird droppings;**
- **The collection of leaf fall, including an enhanced service to collect seasonal leaf fall for composting;**
- **The provision of a weed growth and unwanted vegetation control service to streets;**
- **Removal of dead birds, animals and "on street clinical waste".**

Traffic congestion and the design and physical condition of roads and streets in the Borough are such that a range of cleansing methods and strategies is required, and that reliance on one single method is not sufficient to provide an effective service to all locations, or meet the standards required. Furthermore, it is necessary in many areas to use a combination of methods to achieve the standard the borough expects.

Brent firmly believes that the use of litter picking alone does not achieve the standard required, and also that the sole reliance on mechanised means to cleanse road channels and footways is not sufficient, particularly in areas where vehicle parking and other forms of obstruction are prevalent.

Some types of small fully mechanised driver-operated sweeping machines are suitable for use on certain types of footway surface, such as slab paving and block paving, as they have been known to cause structural damage.

The use of pedestrian-operated mechanical sweeping machines is, in most cases, acceptable in terms of the load bearing ability of footway surfaces.
Brent's cleansing contract ensures that that mud, earth or other material deposited on the highway (e.g. from building sites and road works) is removed as part of normal cleansing operations.

Any build-up of mud, earth etc. has to be reported immediately by the Contractor. It is recognised that mud on roads can be a result of work on building sites which the building site contractor has a responsibility to remove and clean.

Brent's Support for High Level Output (5) - *Cleaner Local Authority Fleets*

Boroughs are also required to report the actual number of each as part of the annual reporting of interventions. Boroughs are required to identify in their annual reporting of intervention outputs:

- **The number and percentage of vehicles in their fleet that comply with Euro II, Euro III, Euro IV, and Euro V standards;**
- **The number of electric vehicles in their fleet.**

Boroughs are required to report on both their own vehicle fleets and, where services have been out-sourced, those of their appointed contractors.

In August 2011 a report is set to be presented to Brent's Executive Committee which will propose plans for a significant shift towards a greener, more efficient Council vehicular fleet, and better influencing the choice of vehicles used by Brent's contractors, particularly when it comes to renewing or re-tendering contracts with key service providers.

Brent's Support for High Level Output (6) - Street Trees

The Mayor is working with the London Tree Officers Association and Greenspace Information for Greater London to identify how a more detailed inventory of street trees can be compiled. To support this, the next round of the Mayor's Street Trees Grant will require boroughs to state in their annual reporting of intervention outputs:

- **The number of new trees planted;**
- **The number of replacement trees planted (to replace previously felled trees);**
- **The number of trees felled for natural or safety reasons;**
- **The number of trees felled for other reasons.**

All boroughs are required to include this information in the annual reporting on interventions. When determining where to plant trees, boroughs should take account of the relevant guidance to ensure that the location, and the type of tree selected, are appropriate for the local setting.

Street trees are very important to Brent. Presented below us a photo of trees at Hazelmere Road. These were part of a 'Streets for People' Project working with the residents of eleven streets in Kilburn who formed themselves into a group known as BEST (Brent Eleven Streets) to work alongside the Council on the design of the project. A major element of the project was the planting of **178** trees. In addition 7 large shrub containers were installed with the residents carrying out the shrub planting.

This is an example of the Council's approach to joined up working whereby tree planting is integrated with, and indeed central to, neighbourhoods and corridors improvement schemes. Another example of this was the planting of seven trees in the central reservation at the junction of Willesden High Road and Brondesbury Park, again in conjunction with a traffic improvement scheme.

Shallow rooting street-trees have made a significant visual impact in Willesden Green as part of this Transport for London LIP-funded intervention.

Our philosophy in these instances is to use any pavement build-outs, pedestrian improvement schemes etc. to plant as large a tree as possible as there has been a significant loss of large trees in the borough due to subsidence damage claims.

2.6 Borough Transport Objectives - *"A ten-point plan towards achieving transport improvements in Brent"*

This section presents a 'Ten-Point Plan' for improving transport in Brent, reflecting the content of Section One of this document. It is formed of a series of priority objectives and these reflect and support Brent's existing corporate commitments/strategies, the Mayor's Transport Strategy, the Local Development Framework (LDF) and the West London Sub-Regional Transport Strategy. These objectives are intended to provide not only a framework for the Borough's spending priorities over the period to 2013/2014, but assist in strategic decision making in the longer term to 2031 and beyond.

OBJECTIVE 1: FACILITATING REGENERATION.

(i) To ensure that appropriate transport infrastructure is implemented to support the needs of both residents and businesses in Brent's major growth/regeneration areas over the next ten years

OBJECTIVE 2: BETTER STREETS & PLACEMAKING.

(i) To adopt the Mayor's *Better Streets* principles through the implementation of the new Brent "Placemaking Guide", to enhance the borough's streetscape and improve the local urban realm.

OBJECTIVE 3: SECURING BENEFITS FROM HS2.

(i) To support the development of HS2, in particular to secure the benefits to Brent regarding a new interchange station with Crossrail/HS2 - at Old Oak Common – which would be maximised by way of a sub-surface travellator linking Willesden Junction station, near Harlesden town centre.

OBJECTIVE 4: EXCELLENT NETWORK MANAGEMENT.

(i) To work towards reducing road congestion and associated air pollution, particularly in Brent's town centres, through better signal timings and co-ordination of road works, traffic smoothing, enforcing moving traffic contraventions and new infrastructure measures. This should be achieved without attracting additional extraneous commuter traffic,

OBJECTIVE 5: PARKING.

(i) To introduce a Sustainable Parking Strategy, one which is fairer and more flexible, acknowledges the changing needs of local businesses in their daily operations, and includes a charging regime which recognises lower polluting vehicles. Prioritise parking controls to support local residents and businesses over event traffic.

OBJECTIVE 6: SUSTAINABLE TRANSPORT & THE ENVIRONMENT.

(i) To reduce the adverse environmental effects of transport and improve Brent's air quality by encouraging walking, cycling and the use of public transport and cleaner (low emissions) vehicles, and to continuously seek to prioritise the needs of pedestrians and cyclists in all interventions.

OBJECTIVE 7: ORBITAL BUS SERVICES.

(i) To continue to facilitate significant Orbital Public Transport network improvements across and beyond Brent, in partnership with TfL.

(ii) To deliver a more efficient, affordable and safe public transport network which presents a viable alternative to the privately owned motor vehicle, and which also embraces the latest cleaner and quieter engine technologies so as to contribute to the boroughs air quality/noise reduction commitments.

OBJECTIVE 8: AN ACCESSIBLE & INCLUSIVE BOROUGH.

(i) To facilitate highways accessibility improvements for all, particularly people with mobility or visual challenges, and to prioritise investment within socially disadvantaged communities, including corridors and neighbourhoods spanning some of Brent's most socially deprived areas with a higher than average number of road users being killed or seriously injured in road traffic collisions.

OBJECTIVE 9: REDUCING ROAD DANGER.

(i) To continue to implement Road Danger Reduction principles to ensure a safer on-street environment, focussing on the needs of the most vulnerable and 'at risk' road users, whilst striving to facilitate new infrastructure that improves the attractiveness, ease and efficiency of walking and cycling in the borough.

OBJECTIVE 10: IMPROVING CUSTOMER EXPERIENCES OF THE UNDERGROUND & OVERGROUND RAIL NETWORK.

(i) To continue to lobby for service, capacity and infrastructure improvements on all Brent's Underground and Overground rail routes, whilst providing assistance to residents/businesses in respect of public transport general enquiries, complaints, requests and proposals and work to improve their experience and understanding of the public transport network in Brent.

2.7 MTS Goals, Challenges & Outcomes, SRTP Challenges, & how Brent's Local Implementation Plan Affords Support

MTS Goals	MTS Challenges	MTS Outcome	SRTP Challenges	Brent LIP Objective
(1) Support economic development and population growth	Supporting sustainable population and employment growth	> Balancing capacity and demand for travel through increasing public transport capacity and/or reducing the need to travel	Challenge 1: Improving North/ South Public Transport Connectivity Challenge 2: Improving access to, from and within key locations Challenge 3: Enhance East/West capacity and manage congestion	• Objective 6: Sustainable Transport & The Environment. • Objective 7: Orbital Bus Services. • Objective 10: Improving Customer Experiences Of The Underground & Overground Rail Network.
	Improving transport connectivity	> Improving people's access to jobs	Challenge 1: Improving North/ South Public Transport Connectivity Challenge 2: Improving access to, from and within key locations Challenge 3: Enhance East/West capacity and manage congestion Challenge 4: Enhance the efficiency of freight movement in west London	• Objective 1: Facilitating Regeneration. • Objective 3: Securing Benefits From Hs2. • Objective 4: Excellent Network Management. • Objective 7: Orbital Bus Services. • Objective 8: An Accessible & Inclusive Borough. • Objective 10: Improving Customer Experiences Of The Underground & Overground Rail Network.
		> Improving access to commercial markets for freight movements and business travel, supporting the needs of business to grow		• Objective 1: Facilitating Regeneration. • Objective 6: Sustainable Transport & The Environment.
	Delivering an efficient and effective transport system for people and goods	> Smoothing traffic flow (managing delay, improving journey time reliability and resilience)	Challenge 1: Improving North/ South Public Transport Connectivity Challenge 2: Improving access to, from and within key locations Challenge 3: Enhance East/West capacity and manage congestion Challenge 4: Enhance the efficiency of freight movement in west London	• Objective 4: Excellent Network Management.
		> Improving public transport reliability		• Objective 4: Excellent Network Management. • Objective 7: Orbital Bus Services. • Objective 10: Improving Customer Experiences Of The Underground & Overground Rail Network.
		> Reducing operating costs		• Objective 7: Orbital Bus Services.
		> Bringing and maintaining all		• Objective 2: Better Streets &

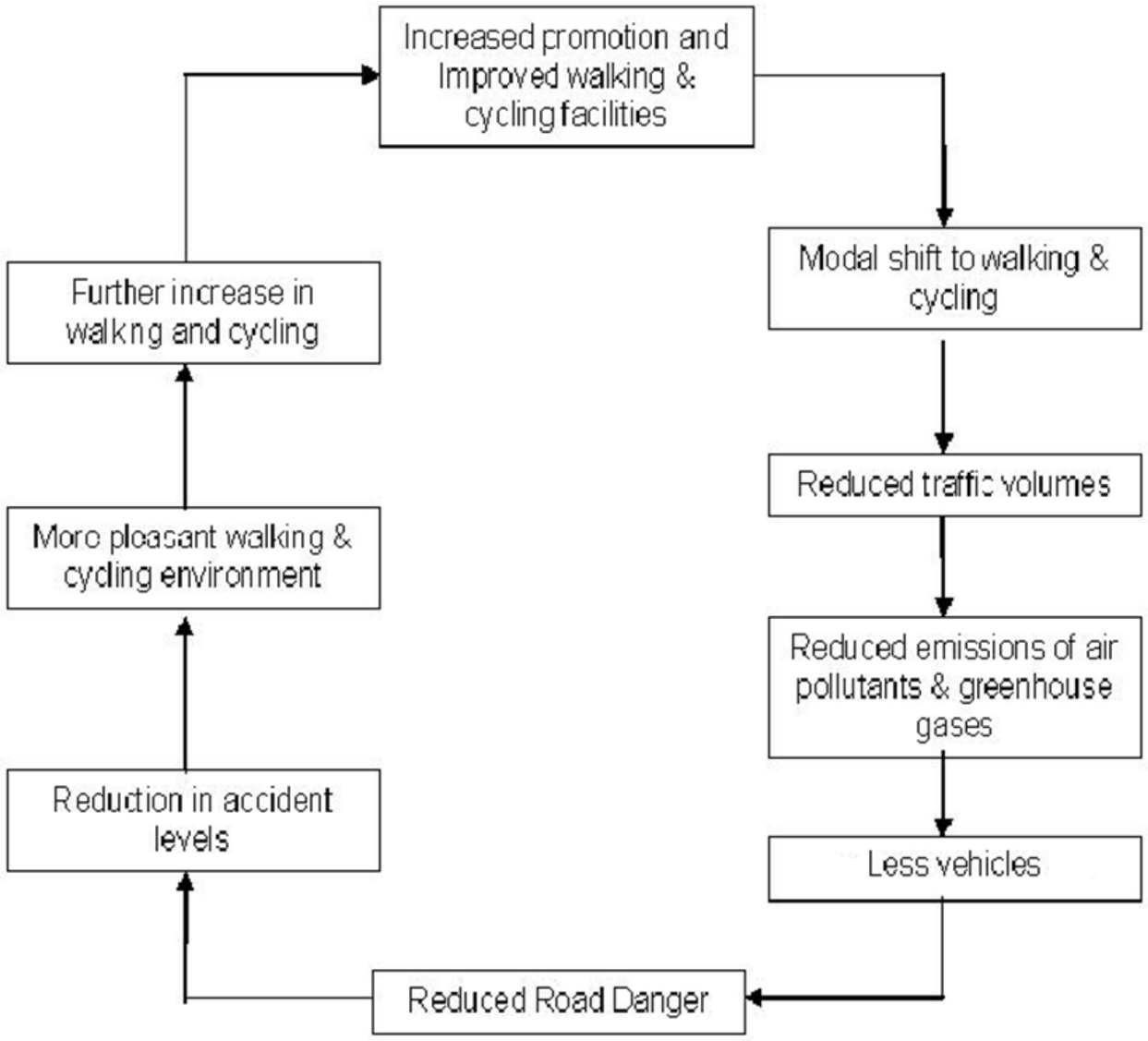
MTS Goals	MTS Challenges	MTS Outcome	SRTP Challenges	Brent LIP Objective
		assets to a good state of repair		Placemaking.
		> Enhancing the use of the Thames for people and goods		Not applicable.
(2) Enhance the quality of life for all Londoners	Improving journey experience	> Improving public transport customer experience	Challenge 1: Improving North/ South Public Transport Connectivity Challenge 2: Improving access to, from and within key locations Challenge 3: Enhance East/West capacity and manage congestion	• Objective 7: Orbital Bus Services. • Objective 10: Improving Customer Experiences Of The Underground & Overground Rail Network.
		> Improving road user satisfaction (drivers, pedestrians, cyclists)		• Objective 2: Better Streets & Placemaking. • Objective 4: Excellent Network Management. • Objective 5: Parking. • Objective 6: Sustainable Transport & The Environment. • Objective 8: An Accessible & Inclusive Borough. • Objective 9: Reducing Road Danger.
		> Reducing public transport crowding		• Objective 3: Securing Benefits From Hs2. • Objective 4: Excellent Network Management. • Objective 6: Sustainable Transport & The Environment. • Objective 7: Orbital Bus Services. • Objective 10: Improving Customer Experiences Of The Underground & Overground Rail Network.
	Enhancing the built and natural environment	> Enhancing streetscapes, improving the perception of the urban realm and developing 'better streets' initiatives		• Objective 2: Better Streets & Placemaking
		> Protecting and enhancing the natural environment		• Objective 4: Excellent Network Management. • Objective 6: Sustainable Transport & The Environment. • Objective 7: Orbital Bus Services.

MTS Goals	MTS Challenges	MTS Outcome	SRTP Challenges	Brent LIP Objective
	Improving air quality	> Reducing air pollutant emissions from ground-based transport, contributing to EU Air Quality Targets	Challenge 1: Improving North/ South Public Transport Connectivity Challenge 3: Enhance East/West capacity and manage congestion Challenge 5: Improve land based air quality	• Objective 4: Excellent Network Management. • Objective 6: Sustainable Transport & The Environment. • Objective 7: Orbital Bus Services.
	Improving noise impacts	> Improving perceptions and reducing impacts of noise	Challenge 1: Improving North/ South Public Transport Connectivity Challenge 3: Enhance East/West capacity and manage congestion	• Objective 4: Excellent Network Management. • Objective 7: Orbital Bus Services.
	Improving health impacts	> Facilitating an increase in walking and cycling	Challenge 1: Improving North/ South Public Transport Connectivity Challenge 2: Improving access to, from and within key locations Challenge 3: Enhance East/West capacity and manage congestion Challenge 5: Improve land based air quality	• Objective 2: Better Streets & Placemaking. • Objective 4: Excellent Network Management. • Objective 6: Sustainable Transport & The Environment. • Objective 8: An Accessible & Inclusive Borough. • Objective 9: Reducing Road Danger.
(3) Improve the safety and security of all Londoners	Reducing crime, fear of crime and anti-social behaviour	> Reducing crime rates (and improving perceptions of personal safety and security)		• Objective 2: Better Streets & Placemaking.
	Improving road safety	> Reducing the numbers of road traffic casualties		• Objective 8: An Accessible & Inclusive Borough. • Objective 9: Reducing Road Danger.
	Improving public transport safety	> Reducing causalities on public transport networks	Challenge 1: Improving North/ South Public Transport Connectivity	• Objective 7: Orbital Bus Services. • Objective 8: An Accessible & Inclusive Borough. • Objective 9: Reducing Road Danger. • Objective 10: Improving Customer Experiences Of The Underground & Overground Rail Network.
(4) Improve transport	Improving accessibility	> Improving the physical accessibility of the transport system		• Objective 8: An Accessible & Inclusive Borough.

MTS Goals	MTS Challenges	MTS Outcome	SRTP Challenges	Brent LIP Objective
opportunities for all Londoners		> Improving access to services		• Objective 1: Facilitating Regeneration. • Objective 3: Securing Benefits From Hs2. • Objective 5: Parking. • Objective 7: Orbital Bus Services. • Objective 8: An Accessible & Inclusive Borough. • Objective 10: Improving Customer Experiences Of The Underground & Overground Rail Network.
	Supporting regeneration and tackling deprivation	> Supporting wider regeneration		• Objective 1: Facilitating Regeneration. • Objective 3: Securing Benefits From Hs2. • Objective 7: Orbital Bus Services. • Objective 8: An Accessible & Inclusive Borough. • Objective 10: Improving Customer Experiences Of The Underground & Overground Rail Network.
(5) Reduce transport's contribution to climate change, and improve its resilience	Reducing CO2 emissions	> Reducing CO2 emissions from ground-based transport, contributing to a London-wide 60 per cent reduction by 2025	Challenge 5: Improve land based air quality	• Objective 4: Excellent Network Management. • Objective 6: Sustainable Transport & The Environment. • Objective 7: Orbital Bus Services. • Objective 10: Improving Customer Experiences Of The Underground & Overground Rail Network.
	Adapting for climate change	> Maintaining the reliability of transport networks		• Objective 1: Facilitating Regeneration. • Objective 2: Better Streets & Placemaking. • Objective 3: Securing Benefits From Hs2. • Objective 5: Parking.

MTS Goals	MTS Challenges	MTS Outcome	SRTP Challenges	Brent LIP Objective
				• Objective 7: Orbital Bus Services. • Objective 10: Improving Customer Experiences Of The Underground & Overground Rail Network.
(6) Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	Developing and implementing a viable and sustainable legacy for the 2012 Game	> Supporting regeneration and convergence of social and economic outcomes between the five Olympic boroughs and the rest of London		• Objective 1: Facilitating Regeneration. • Objective 2: Better Streets & Placemaking. • Objective 4: Excellent Network Management. • Objective 5: Parking. • Objective 8: An Accessible & Inclusive Borough.
		> Physical transport legacy		• Objective 1: Facilitating Regeneration. • Objective 2: Better Streets & Placemaking.
		> Behavioural transport legacy		• Objective 6: Sustainable

Synergistic Effects of the LIP-2 Objectives:



2.8 Sustainable Transport and the Environment

Brent Council is committed to championing sustainable transport initiatives and environmental improvements in the borough to support all transport users in making smarter travel choices. It has been well established now that the benefit: cost ratios of “softer” measures is often many times greater than that of “harder” (infrastructure) interventions.

Making walking more attractive - Wembley Legible London

Wembley is set to host a number of 2012 Olympics events. This will result in many tens of thousands of unfamiliar visitors to the borough and it is essential that their "Wembley Experience" is a positive and enjoyable one.

The Council can enhance the visit of people by ensuring that they can find their way to their chosen event or hotel with ease, and do not experience the confusion or stress of getting lost upon their arrival in Wembley.

As an exciting "up and coming" area, Wembley now has a plethora of high quality hotels to choose from. These are dispersed across the area and are not always easy to locate from a distance (i.e. - they cannot be seen from arrival points.) This is particularly the case for many visitors who arrive at Wembley Central. It is the only one of the stations from which one cannot see the iconic Wembley Stadium upon exiting the station. This leaves people uncertain as to the way to the stadium and associated hotels.

Of course, walking is a great way of getting around Brent, and London in general. A majority of visitors to the 2012 Olympics will be arriving in Wembley by public transport and continuing their journey on foot. As well as being free, healthy and environmentally-friendly, walking can save people time - 109 journeys between neighbouring central London Underground stations are actually quicker on foot than the Tube, according to Transport for London.

An example of Legible London helping pedestrians in central London

Yet many people are put off by inconsistent signage and confusion about distances between areas. TfL have piloted Legible London to tackle these issues and help both residents and visitors walk to their destination quickly and easily. Based on extensive research, the system uses a range of information, including street signs and printed maps, to help people find their way. It's also integrated with other transport modes so when people are leaving the Underground, for example, they can quickly identify the route to their destination

Brent Council proposes to introduce "Legible London" in Wembley to remedy this. Legible London project could make a high impact in advance of the Olympics in 2012 and for the wider Wembley Regeneration area / the National Stadium.

Officers completed an audit/site visit resulted in Autumn 2010 and identified 8 area locations and a total of 15 signs of the “Monolith” and “Minilith” design. Also, additional consideration thought should be given to a number of ‘finger post’ signs, either replacing the existing ones or where a discreet “repeater / reminder” pedestrian way-finding need exists. It is envisaged that no more than 3-4 of these signs may be required along the corridor.

A "Minilith" style sign on-street, part of the central London pilot projects.

It is critical that this project runs in tandem to a large “Corridor and Neighbourhoods” TfL (Borough LIP-funded) project that the Council intends to insert into the 2011-2012 LIP Funding Application. This is going to result in a number of junction redesigns/realignments. The Legible London signage should therefore be implemented after the infrastructure works are completed in April-December 2011.

The Benefits of Smarter Travel

Smarter travel includes those mode choices which are more sustainable, environmentally, economically and socially. Social benefits also include health benefits for the individual and the community. Walking and cycling are forms of active travel, are cheap, healthy, and accessible to most people. Using public transport, as opposed to private motorised vehicles, reduces congestion, pollution and emissions of CO2, as well as reaping other benefits, such as increased community cohesion, and greater security of the public realm (due to more natural surveillance). Where the use of cars or vans is the only realistic option, social, environmental and economic benefits can accrue from incorporating eco-driving techniques, better route-planning and time management, and the use of formal and informal lift sharing.

The expansion of Brent’s car club programme also adds to the choices available for those who have no car, but wish to avail of its convenience on occasion. Where possible, reducing the need to travel altogether, through ways of smarter working or shopping, for example, can also reduce the adverse environmental impacts of transport. Typically outcomes from smarter travel interventions include greater mode share for the active and sustainable travel modes (cycling, walking, public transport), improved infrastructure, services and connectivity (for these modes), and an enhanced public realm which encourages people to enjoy the area not only as a transport corridor but as a space to be in, in its own right. Brent Council wishes to ensure that, through adoption of the principles embodied within the emergent Brent Place-making Guide, Brent’s streets and places encourage smarter travel options.

Sustainable Transport & Travel Awareness

Brent Council has supported sustainable transport throughout the previous LIP-1 period in a number of ways. These range from small to large promotions of travel awareness at public events such as the Brent Bike Fests (2005 and 2006), and regular community festivals such as Gladstonebury (2007 through 2010) and Respect (2006 through 2009), through to activities which support targeted sections of the community, such as showcasing of travel plans in Park Royal (at Diageo’s Headquarters in 2008), voluntary travel plan promotional activities within the Kilburn Business Partnership, and a Faith Travel Plan Forum at the Shri Swaminarayan Temple in Neasden (2009).

Travel Plans

Brent has nearly **200** active Travel Plans, most secured through the Development Control process. In addition, a number of organisations have actively engaged with the voluntary travel plan programme. With partnership funding from Transport for London’s Workplace Travel Plan development programme, many Brent organisations participated in the Try Cycling to Work scheme, with around 25% of those participating continuing to ride to work on a regular basis. Brent Council wishes to become a civic leader in this respect, and so has its own Council Travel Plan, which reported a mode share decrease in solo-occupancy driver mode from 62% (2006) to 52% (2008). The travel plan incorporates many measures to encourage staff to choose a smarter mode of travel, whether this be the daily commute or incidental business travel. A further Travel Survey was undertaken in early 2011, and is planned for 2013, when Brent Council move into

the new Civic Centre, many more measures such as enhanced secure cycle parking and showers will help to encourage more officers, members and visitors to travel sustainably to the venue.

One key challenge for the LIP(2) period is ensuring a sufficient level of borough resource for securing, monitoring, implementing and reviewing DC travel plans. The engagement of Sub Regional partners West Trans, and their commissioning of the New Way to Plan project, has helped officers in the Transportation and Planning departments to streamline the DC Travel Plan process. A future outcome of this work will be the incorporation of key proposals from this project into a comprehensive Development Planning Document due in 2011, as well as revised Section 106 text provide a robust policy statement behind the development of effective workplace and residential travel plans.

Active Travel

Active Travel includes walking and cycling modes. These have obvious health and environmental benefits, and are likely to be further supported throughout LIP(2) by partners in the Health Sector, as well as other departments e.g.: the Sports and Parks units. Brent Council is currently working closely with Brent PCT and the NHS Travel Plan Network to take advantage of joint marketing opportunities (e.g.: the “Change for Life” brand), and will consider programmes that can contribute to the Olympic and Paralympic Games Legacy, through linking in with the London 2012 Active Travel (“Inspired by 2012”) project, which aims to use the power of the games (pre-, during- and post-) to inspire more people to walk or cycle regularly. The DoH publication “Active Celebration” highlights the increasing cost to the public purse of inactive lifestyles, and NHS “Go London” is one such project that aims to address this inactivity.

Walking & Cycling

The Mayor of London is committed to “making walking count”, and has declared 2011 as the “Year of Walking”. There is great potential for more walking in Outer London. (Most of the 1.7 million car trips under 1km in length are undertaken in Outer London boroughs, and the Mayoral target for walking is a pan-London increase of 1 million more walking trips by 2031.) Brent also has an abundance of good off-road walking routes, through parks and open spaces. Brent is home to a section of the Capital Ring walking route.

The Grand Union Canal Towpath has been significantly improved for walking and cycling. Walking programmes have been progressed through the London Strategic Walking Network, and the Legible London project. Partners Living Streets have been engaged in a project to audit the “walkability” of an area around the North Circular Road (2006-2008) and more recently, they undertook an audit of walking signage to the iconic Shri Swaminarayan Hindu Mandir in Neasden. Brent has participated in annual walking events, such as the big WOW for school children, Walk-to-Work week, and workplace travel plan walking challenges. These initiatives will be rolled out further during the LIP(2) period. As Wembley Stadium is a host venue for the Olympics, further walking route enhancements will be progressed here in time for 2012.

Respect (2006 through 2009), through to activities which support targeted sections of the community, such as showcasing of travel plans in Park Royal (at Diageo’s Headquarters in 2008), voluntary travel plan promotional activities within the Kilburn Business Partnership, a Faith Travel Plan Forum at the Shri Swaminarayan Temple in Neasden (2009), and a Sustainable Business Breakfast event at IKEA, Brent Park (2011).. Borough-wide cycle training has always been well taken up, and the ongoing progress with school travel plans and further engagement with schools through other events (such as the Big WOW) ensure that sustainable travel is given a high profile. **Appendix 4** presents an outline framework of most of the events that Brent will ensure officers have a 'sustainable transport' presence at, over the lifetime of LIP-2.

Outcomes, Monitoring and Evaluation

Evaluation of travel awareness initiatives and travel plan successes is usually measured as change in mode share from solo-occupancy driver to other modes. These can be assessed through organisational and school Travel Surveys, using the ITrace web-based database, as well as pan-London data sets such as the London Travel Demand Survey. Brent has just embarked on a project to update the ITrace and other Travel Plan datasets, providing a robust baseline for evaluating the efficacy and benefit:cost ratios of future smarter travel interventions.

Summary

The challenges of delivering an ambitious LIP(2) programme, with less certainty over future funding streams and more pressure to guarantee value for money on investments, are not insignificant. However, given that behaviour change interventions and softer support initiatives, coupled with closer partnership working, have been proven to be successful at addressing these challenges, and more so than some much more costly infrastructure programmes. Brent Council aims to continue to provide a wide ranging programme of sustainable transport work throughout 2011-2014.

2.9 Improving Public Transport

London Underground

The Tube has never been so important to north/west London, and Brent's economic, social and cultural life. In the last year, the network carried more than a billion passengers for the fourth year in succession – almost as many passengers carried as the entire National Rail network.

However, much of the infrastructure the railway relies on to meet the demand is very old, with some of it dating back to the 1860s. The Tube is the oldest Underground system in the world (in 2013 it will celebrate its 150th anniversary) and, with a legacy of underinvestment, it is vital that the network is rebuilt to ensure that it can deliver for the future.

Brent is very well served by the London Underground:

- **The Metropolitan Line** provides key links with the City from Wembley Park in Brent, reaching Baker Street in less than 15 minutes and outer-London regions such as Watford, Amersham, Chesham and Uxbridge, via Harrow on the Hill;

- **The Jubilee Line** serves 7 stations in Brent, these being Queensbury, Kingsbury, Neasden, Dollis Hill, Willesden Green and Kilburn. It terminates at Stanmore, and provides an essential direct route from Brent down to central London (Bond Street, Green Park and Westminster) – running all the way to Stratford via Waterloo, London Bridge and Canary Wharf;

- **The Bakerloo Line** serves 8 stations in Brent, these being South Kenton, North Wembley, Wembley Central, Stonebridge Park, Harlesden, Willesden Junction, Kensal Green, Queens Park and Kilburn Park. The Bakerloo Line provides a direct link to Brent from Marylebone, Paddington and Waterloo. It also links directly to Oxford Street (Oxford Circus), whilst it continue on to Lambeth, terminating at Elephant & Castle at it's southern most point and Harrow & Wealdstone at it's north-western end;

- **The Piccadilly Line** has just 2 stations in Brent (Sudbury Town and Alperton) but provides an important connection to the Ealing and Park Royal areas, albeit from a more peripheral part of Brent which is not easily accessible by means other than bus, traversing Wembley and/or Ealing Road.

Major upgrades are underway to the Metropolitan and Jubilee lines which will increase peak capacity into central London on these lines by 25-40%. The new rolling stock on the Metropolitan Line will be air-conditioned. In the future there will also be upgrades to the Piccadilly and Bakerloo lines.

Jubilee Line Upgrade

The Jubilee line has seen dramatic demand growth linked to the developments at Canary Wharf. The upgrade involves the installation of a new signalling system, which will allow trains to be driven automatically – meaning faster, more frequent services for customers.

The Jubilee line upgrade will provide 33% more capacity (peak capacity on lines into central London), carrying around 5,000 additional passengers per hour. Journey times will be reduced by 22%.

The Jubilee Line upgrade will provide considerable support to the development planned at Wembley town centre and will improve the movement of people to and from events at Wembley Stadium. It will also help to relieve crowding on the Jubilee/Metropolitan line corridor southbound from Finchley Road.

Bakerloo Line Upgrade

The Bakerloo line trains date from 1972, and the signalling system from the 1980s. An upgrade of the Bakerloo line trains, signalling and control centre will allow aging assets to be replaced, improving reliability and increasing capacity by making use of advances in technology. Once completed average journey times should improve by over two minutes and capacity will increase by almost 57% in the peak periods into Central London. Whilst the Bakerloo line has relatively low levels of crowding in West London, growth at Harrow and Wealdstone and at Wembley will increase loadings on this line, so the upgrade will not only support this development but also relieve the crowding pressures in central London resulting from the growth.

London Overground

Substantial investment has been made in the London Overground network since TfL took over the running of it in November 2007. There are two orbital routes that go through the west London sub region, the North and West London lines, providing connectivity to key interchange hubs such as Willesden Junction and Clapham Junction so that people in the region have good access to the north, south and east sub regions without the need to travel via central London.

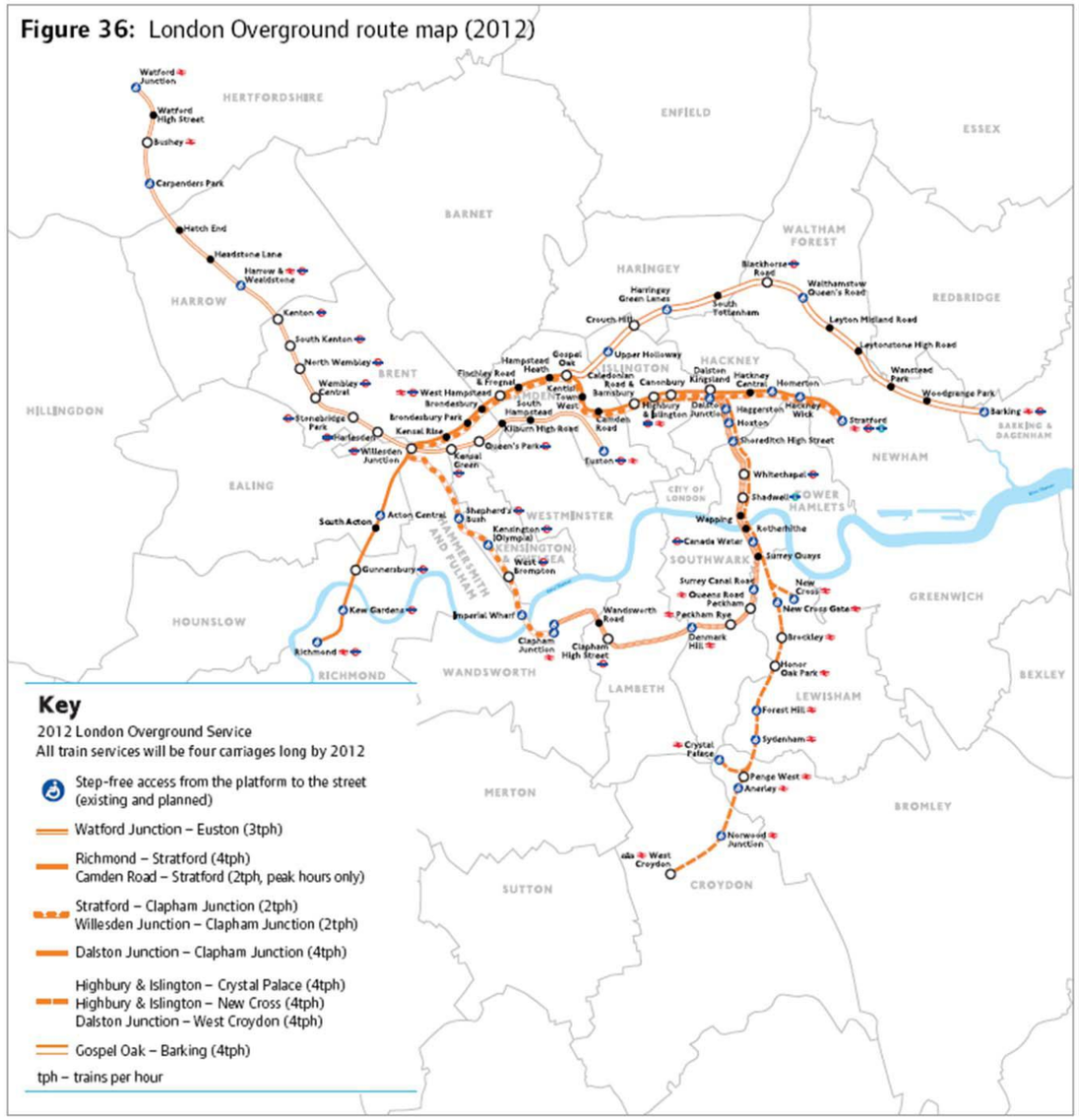
By May 2011, the improvements will increase capacity and frequency of the service, provide refurbished stations and better customer information.

Dudding Hill Line

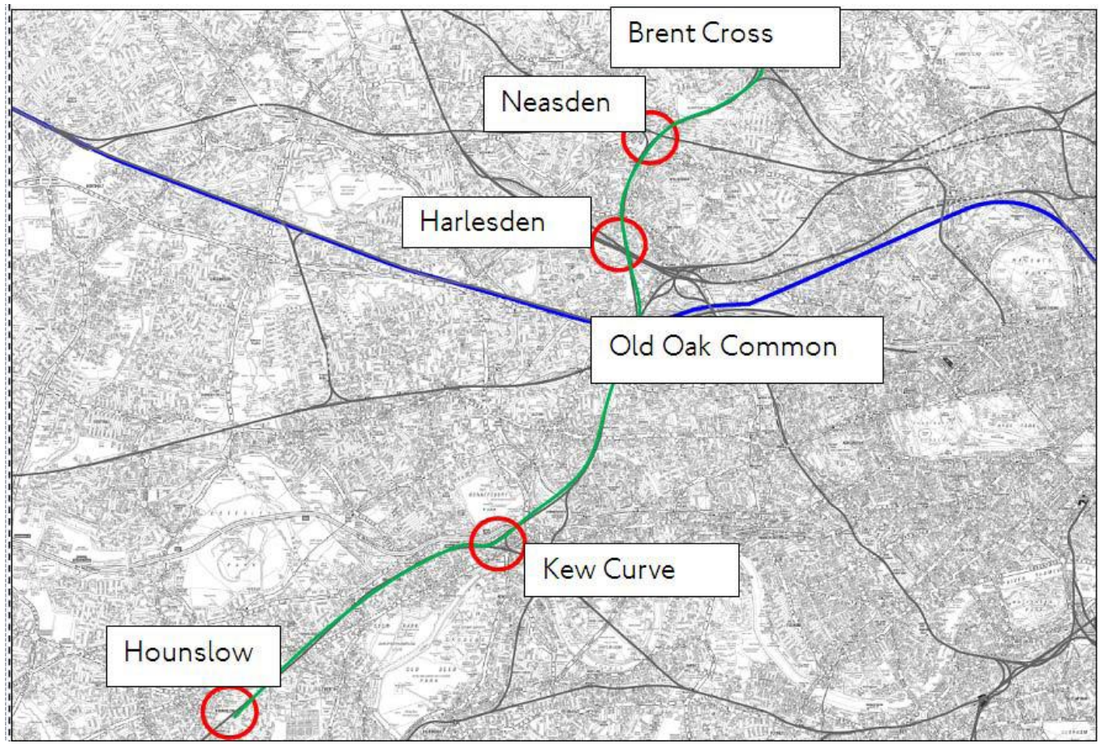
There is potential to electrify and open up this currently freight-only line to passenger services. Subject to operational analysis and value for money assessment, there is potential to operate a new London Overground service between Hounslow and the proposed new station at Brent Cross via Old Oak Common.

The option would require further electrification of the Kew Curve in order to allow access to Hounslow. The Dudding Hill route could include new stations on the Dudding Hill Line at Neasden, Church End/Taylors Lane, Harlesden and Gladstone Park, to improve accessibility. This scheme has the potential to improve orbital connections in west London and provide better access to HS2, Heathrow Airport and other key locations via Old Oak Common station.

Figure 36: London Overground route map (2012)



Other potential connectivity improvements that could benefit from the Dudding Hill line include Brent Cross – Ealing, with a change at Old Oak Common. Both the Dudding Hill line and Kew Curve would need to be electrified and freight may need to be re-routed. An assessment of this is yet to be undertaken.



Potential route from Hounslow to Brent Cross via Kew Curve and Dudding Hill line

High Speed 2

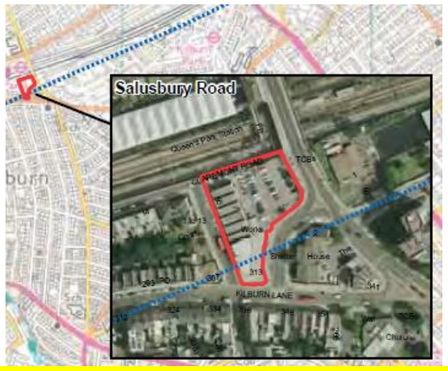
The proposals were first put forward by the previous Government who published a Command Paper in March 2010 setting out its preferred route option for a new high speed rail link (High Speed 2) between London and the West Midlands and potentially beyond. The overall proposal, shown below, is for a Y-shaped national high speed rail network linking London to Birmingham, Manchester and Leeds, and including stops in the East Midlands and South Yorkshire, as well as direct links to the HS1 line and into Heathrow Airport. Phase 1 of this is the route from London to Birmingham which it is hoped will be operational in 2026.

High Speed 2 in West London and Station at Old Oak Common

London Euston has been chosen as the central London terminal location for High Speed 2. To help address onward dispersal problems at Euston, the DfT proposals recommend an interchange with Crossrail before reaching central London, at Old Oak Common. As part of the HS2 proposals at Old Oak Common, all of the (up-to) 14 Crossrail trains currently planned to terminate at Paddington every hour will be extended to Old Oak Common.

Old Oak Common (OOC), in Hammersmith and Fulham, has been chosen as the location of an interchange station between HS2, Crossrail and the Great Western mainline. This would be similar to the international interchange on HS1 at Stratford in east London. It would also provide a rapid link to Heathrow using the existing Heathrow Express. An analysis shows that one third of passengers on HS2 would use OOC to change onto Crossrail to travel onwards into central London or beyond into north-east and south-east London, thus reducing the pressure of crowding at Euston.

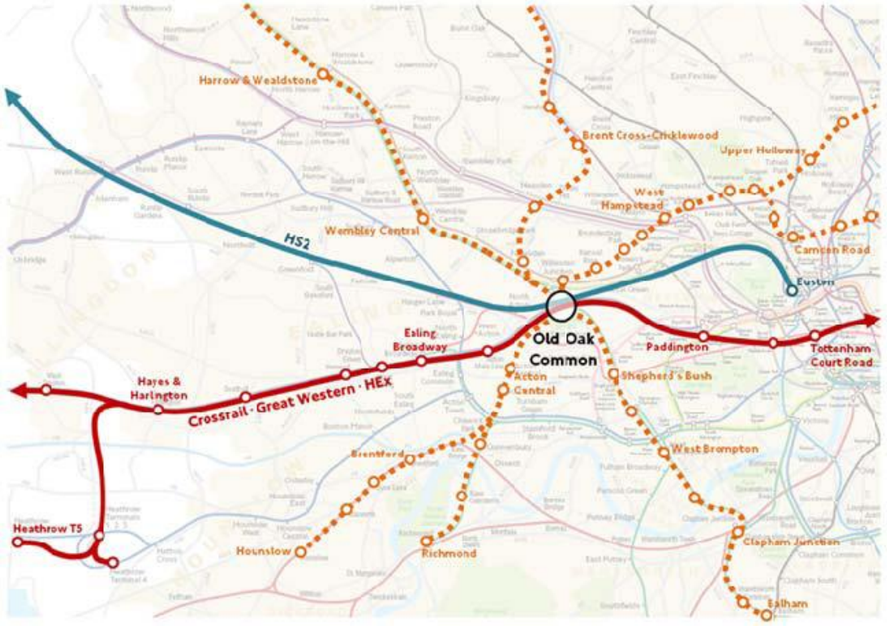
In Brent, the route will cross Kilburn in a tunnel to a new interchange station with Crossrail at Old Oak Common (Hammersmith & Fulham). Along the tunnelled route in Brent a ventilation and construction shaft is proposed at the site of the Council-owned car park off Salusbury Road, south of Queens Park Station:-



The diagram below has been produced by TfL to demonstrate the potential rail connectivity at OOC. It shows:-

1. A new branch of Crossrail from OOC connecting to the so-called 'slow lines' of the main West Coast Mainline out of Euston northwards. These carry freight and commuter/regional passenger services currently operated by London Midland which it is

2. to Wembley Central, use could also be made of the existing Dudding Hill freight line to provide passenger services connecting Brent Cross and beyond, through Brent, to OOC.



As the West and North London Overground lines pass close to the site, there is a tremendous opportunity to better connect many parts of the west London region in to this new interchange, as has been indicated.

The case for Old Oak Common in providing interchange with Crossrail and dispersal of HS2 passengers is accepted by all stakeholders. TfL have raised the issue of Old Oak Common local connectivity with HS2 Ltd and they accept there is a need to improve access to the station from the surrounding area. TfL have identified an option for doing this by creating a new strategic interchange (see the previous figure), bringing the North and West London Lines and potentially the Dudding Hill Line into a new station connected to Crossrail, Heathrow Express, Great Western and HS2.

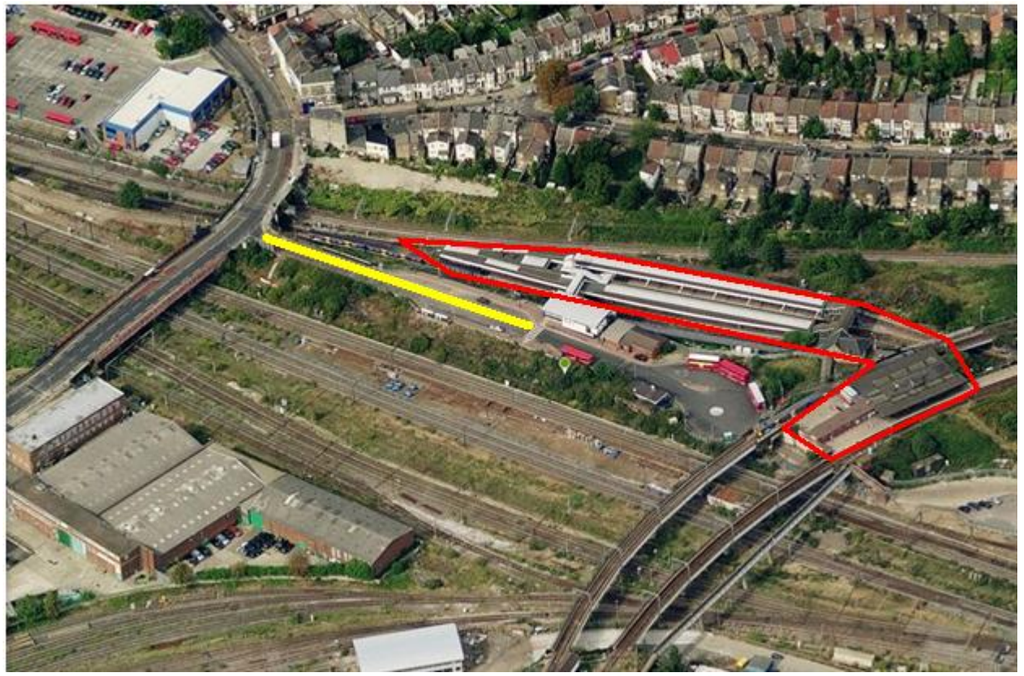
This reduces journey times to HS2 (and Crossrail) from large parts of west, south west and north west London and facilitates transfer between orbital and radial services, reducing the need to travel through Central London. TfL are making the case to HS2 Ltd that this extra connectivity should be incorporated as part of Phase 1 of HS2.

Effects of High Speed 2 on Brent

The proposed new interchange will be less than 800 metres from Willesden Junction station and, hence, the borough boundary. Clearly, a major new international interchange at OOC is likely to have a significant effect upon Brent and on the Harlesden and Kensal Rise areas in particular. It is inconceivable that, ultimately, there would not be major development associated with such an accessible location. There is also an opportunity to provide further interchange with the rail network in this part of London which would mean that the regenerative and economic benefits will be spread beyond the immediate local area.

It is considered that there is an opportunity to ensure that this major new international interchange station is a catalyst for major economic regeneration of the area and, in particular, the exact location and layout should maximise the opportunity for development. Appropriate forms of development can deliver economic growth and job opportunity in what is currently a low-grade industrial environment, but which is also identified as a major Opportunity Area in the London Plan.

There is also an opportunity to maximise the potential for interchange between different rail routes at Old Oak Common, not only to enhance access to the new High Speed line but also so that it can be a catalyst for greater economic benefit and regeneration. This would mean providing interchange with the North London line and the West London line, both of which run close to the proposed new station. However, a potentially much greater benefit could be achieved by providing a direct link to the current West Coast Mainline which is approximately 800 metres to the north. There are options for achieving this. This could be by means of a travelator link (see opposite) which would require the re-instatement of platforms at Willesden Junction or, alternatively, a proposal put forward by TfL with much wider benefits for London and beyond and which would make better use of the track capacity freed up by HS2, is to provide another branch of Crossrail onto the existing West Coast Mainline. This branch would be likely to include a stop at Wembley Central. This would place Wembley within a relatively easy (1 change) and speedy journey to Heathrow. It would also mean that Wembley could be much better linked to central and east London.



Willesden Junction – a recognised 'interchange' station set in a poor urban realm. Large swathes of railway track and associated land take lead to accessibility and general environmental issue. The (split-level) station is outlined in red, the key access point 'Station Approach' is lined in yellow. It is critical that a new international High Speed Railway station at Old Oak Common (to the south) links by way of a travelator, similar to those operating in airports, illustrated here:

There are significant benefits to be reaped by Brent in relation to HS2 and a new interchange at Old Oak Common. Presently there are two main issues, in the short to medium term the onus is on improving the poor conditions at the station & environs. Longer term, the issues relate to the (potential) barriers and maximising the opportunities to Brent associated with the associated with Old Oak Common proposals

At present, there is a 'rail connectivity team; looking at (i) new station to west (Acton Wells) connecting down onto OOC hub (this would connect with the North London line and provide the Dudding Hill line opportunity) and (ii) shifting North London & West London Lines to a new station next to HS2.

All this is very early days but, at present, officers can see little sign of HS2 or TfL prioritising access for Brent residents (currently provided for by Willesden Junction). This is of significant concern to the borough and the Council will strive to ensure that the project brings about ease of access via Willesden Junction. Ultimately, there is a risk that a new station at Old Oak Common could become a barrier to addressing the issues facing Brent residents rather than an opportunity.

Government Consultation on High Speed 2

Brent Council are currently in the process of responding to the Government's request for consultation on the current High Speed 2 proposals, and are responding with particular emphasis on the issues associated with the proposed air vent close to Queens Park station and the proposed interchange at Old Oak Common. Responses to the Government are likely to be:

- Brent Council supports, in principle, the development of high speed rail to help provide the basis for long-term and sustainable economic growth, whilst having the potential to deliver reductions in carbon emissions by achieving a modal shift from air travel. However, investment in high speed rail should not detract from funding for other rail infrastructure.

- Brent Council supports the proposals for the Y' shaped network as one which delivers the greatest benefits for connecting the Midlands and the North to London

- Brent Council welcomes the commitment to link HS2 to HS1. However, it is considered that the current proposal, to use existing track on the North London Line, could impact upon existing suburban services, or upon future proposals to improve these. A proposal which does not take up capacity on the North London Line would be preferred

- The proposal for an interchange station at Old Oak Common is also supported in principle. However, this must maximise the potential for connectivity with the surrounding area so that it can become a major transport hub for West London in the same way that Stratford has developed as a major hub in East London. There is an opportunity for interchange not only with Crossrail and the Great Western line, but also with the North and West London lines and with the existing West Coast Main Line and London Midland services at Willesden Junction, less than 800 metres away. The Council believes that maximum benefit would be gained from linking Crossrail at Old Oak Common to the existing West Coast Main Line so that Crossrail trains could then run through onto this track and extend Crossrail northwards through Wembley Central. Such a proposal would not only help maximise connectivity at Old Oak Common but would, more importantly for HS2, further relieve pressure from passengers arriving at Euston. This proposal would have to be developed hand in hand with HS2

- Concern has been expressed by residents in Brent about the potential effect on residential amenity of a tunnel for high speed trains located directly beneath their homes. It is Brent Council's view that it should be possible for a tunnel to be constructed under the current West Coast Main Line track for a substantial part of the route from Old Oak Common to Euston, thus avoiding the possibility of such additional disturbance.

- The Council is also concerned about the potential impact of the proposed vent shaft on the Queens Park Station site at Salusbury Road. This is an important site which is a key part of the South Kilburn regeneration proposals. If the route of the tunnel could be re-aligned so that it was under the West Coast Main Line track, then it should be possible for a vent shaft to be located on land to the west of Queens Park station which is currently used as a builders yard/depot

Buses

Buses play a key role in west London, with six out of every ten trips made by public transport in the sub-region made by bus. They play an important role in providing access to jobs and services; access to town centres; connections to the wider public transport network and as a 'feeder' service to Tube and rail interchanges. All TfL buses are low-floor and a strategy to improve the emissions performance of buses in place: all buses now meet a minimum Euro 4 standard for particulate matter for exhausts and TfL is rolling out further hybrid and low emission buses into the fleet.

Bus Growth Areas

Bus services in the west sub region are expected to see most increases in demand in the areas highlighted in the diagrams opposite:

- Metropolitan town centres such as Uxbridge;
- Opportunity Areas such as White City;
- Routes serving key regional interchanges such as Willesden Junction;
- Routes serving Crossrail stations, particularly those that will have high service frequencies such as Ealing Broadway;
- Routes serving Heathrow as part of plans for greater public transport mode share for employment.

Brent Bus Route Aspirations:

In this section, the Council's aspirations are presented on the November 2010 Brent Bus Route Aspirations map. The Council will lobby TfL to adapt / improve the bus network in Brent over the lifetime of LIP-2, for what is presented here represents the majority of wishes/requests from the public and businesses in the Borough.

1. **Magenta line: A new route from Central Middlesex Hospital/Asda Park Royal via Alperton and Sudbury to Harrow bus/tube station.**

This could be an extension of an existing route from Harrow bus station (such as H11 that links to Mount Vernon Hospital) or an entirely new route, possibly penetrating further into LB Harrow.

Benefits

- Links Northwick Park Hospital to points further south in Brent, following London Buses refusal to extend route 18 northwards from Sudbury.
- It provides a direct link between Northwick Park Hospital and Central Middlesex Hospital, which is requested by the managing hospital trust.
- It provides a link to Harrow from Harrow Road Sudbury and an entirely new link on Sudbury Court Drive, which is presently not on the bus network.
- It adds a second route through Alperton (one of the borough's Housing Growth Areas) and new connections for the area, and a more direct one to Central Middlesex Hospital/Asda Park Royal, when 224 is redirected by Twyford Abbey Road, The Diageo site at First Central and Coronation Road in 2012.
- It could replace the detour by route 224 from Mount Pleasant to Sainsbury's Alperton store.

2. **Brown line: From Harlesden or Central Middlesex Hospital/Asda Park Royal to Brentfield Road, Brent Park and Wembley Park.**

This will improve links along the Harlesden – Brentfield Road/ Great Central Way – Wembley Park corridor, serving the Swaminarayan Mandir Temple (the "Neasden Temple"), the Ark Academy and in due course the Civic Centre and further developments around the Stadium on the 'Quintain lands'.

3. **Purple line: From Wembley Central via North Wembley (along Harrowdene Road) to Harrow bus/tube station.**

Benefits

- A new link serving a 'Network Hole' (places further than 400m. from their nearest bus stop) in the area of Lancelot Crescent and parts of Harrowdene Road and Sudbury Avenue.
- A second direct link from Wembley to Northwick Park Hospital and Harrow, to relieve route 182.
- Better connections for North Wembley e.g. to Harrow metropolitan centre and and Wembley Centre for Health and Care.

4. **Black line: To Church End from Harlesden or Willesden**

A long-standing request for an extension to provide more connectivity from Church End, for example extending route 6 or 98 from Willesden Garage (which both run along Oxford Street).

5. **Green line: From Kingsbury and Queensbury to Wembley Park and Civic centre site, across Fryent Way.**

This would provide a direct link from the north of the borough to Wembley Park and the Civic Centre and if connected to the 'Brown route' would give a direct link onwards to Neasden Temple in Brentfield Road, Brent Park superstores and Central Middlesex Hospital. This link is sought by the Civic Centre team at Brent council, the Temple 'elders' and the North West London Hospitals NHS Trust.

Benefits of combining 'Green and Brown'

- Provides a link to the 'Neasden Temple' from an area with a large Hindu population in the north of Brent.
- Provides a link from the Paddocks area of Wembley Park to Kingsbury shopping centre and superstores at Queensbury (Morrison's and B&Q).
- Fills a 'Network Hole' in the southern end of the Valley Drive area of Kingsbury.
- Opens up Fryent Country Park to wider public use.

6. **Orange line: connecting Wembley Park to Park Royal and Acton**

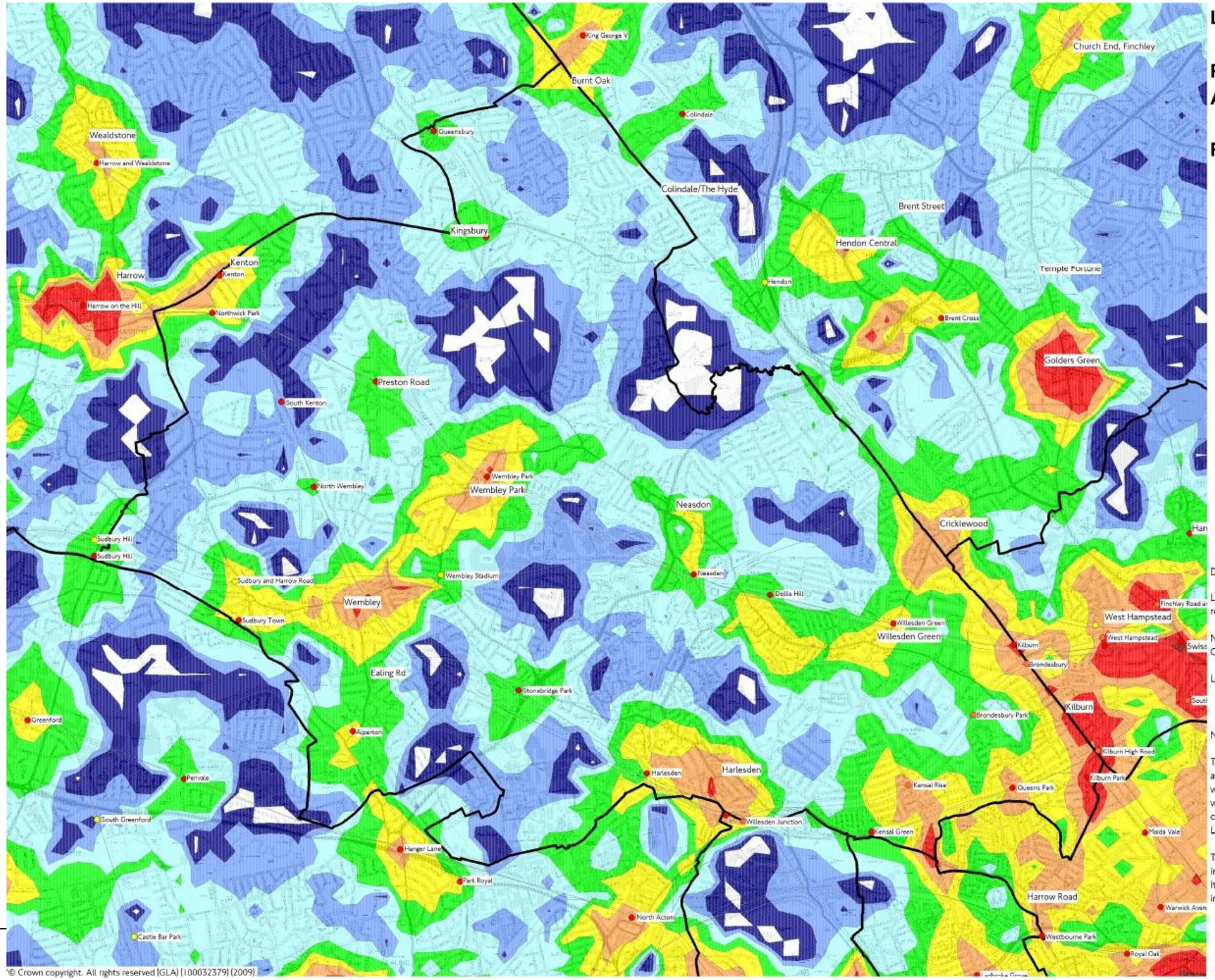
This originates from analysis work done in support of the FastBus concept and the previous discussions held with London Buses, the focus now being to improve existing routes serving the area and make better use of the bus priority measures installed with FastBus in mind. This would provide a direct and better link from Wembley Park to Central Middlesex Hospital/Asda Park Royal when PR2 ceases in March 2012.

7. **Red line: New route linking Tokyngton and Alperton to Wembley Central and possibly Stonebridge Park.**

A completely new route suggestion, designed to connect these two 'Network Holes' to Wembley Central and Stonebridge Park station, with an optional extension to Central Middlesex Hospital/ Asda; using small 'Hoppa' type vehicles due to the narrow roads and parking difficulties in Alperton and Tokyngton.

8. **Blue line: longer-term enhanced service between Wembley and Brent Cross**

A possible 'express/limited stop service' along the lines of the 'FastBus' proposal, to connect two expanding town centres and partially replace journeys on existing route 182.



LB Brent

Public Transport Accessibility Levels

PTALs - 2010

Data

LUL/DLR - 2008 base + Recent revisions

National Rail - 2008 base + London Overground + Recent revisions

London Buses - April 2010 data

Notes

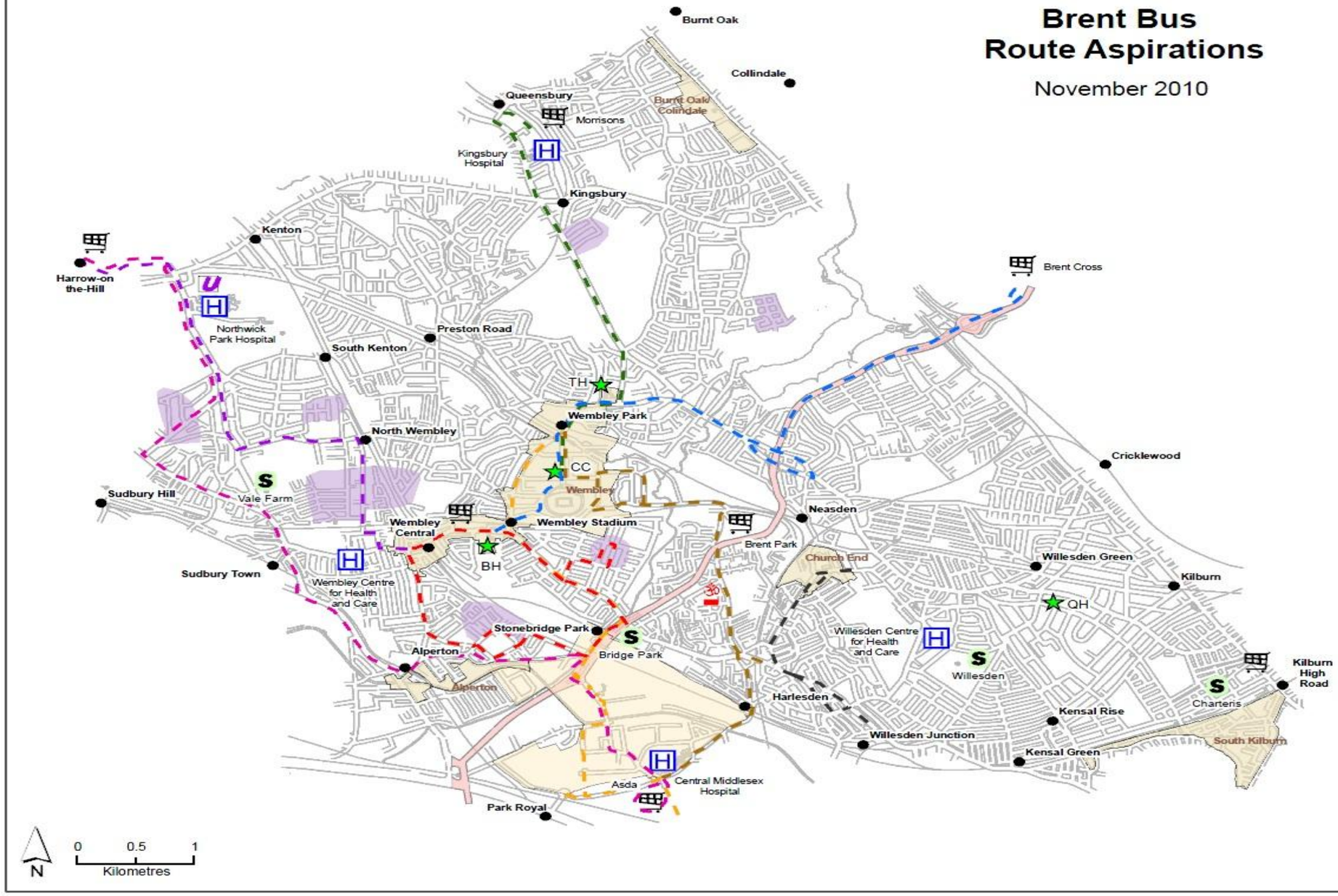
This map displays relative levels of access to the PT network, combining walk time to the network with service wait time. Results have been calculated for a 100m grid across London and converted into contours.

The map is designed to show indicative borough-wide PTAL levels. It is not suitable for assessing individual sites.

Transport for London

Brent Bus Route Aspirations

November 2010



Key

Route Proposals: Extensions or Potential New Routes

- From Central Middlesex Hospital/ASDA via Alperton and Sudbury to Harrow bus/tube station
- From Harlesden or Central Middlesex Hospital/ASDA to Brentfield Road, Brent Park and Wembley Park
- Route from Wembley Central via North Wembley to Harrow bus/tube station
- To Church End from Harlesden or Willesden
- From Kingsbury and Queensbury to Wembley Park and Civic Centre
- Connecting Park Royal to Wembley Park via Harrow Road
- New route(s) linking Tokyngton and Alperton to Wembley Central and possibly Stonebridge Park
- Longer-Term enhanced service between Wembley and Brent Cross

Council Offices:

CC: Civic Centre site
QH: Quality House
BH: Brent House
TH: Town Hall

University of Westminster (Harrow)

Superstores and Shopping Centres

Hospitals

Sports Centres

Rail and Underground stations

Shri Swaminarayan Mandir Temple

University of Westminster (Harrow)

Housing Growth Areas

Park Royal Opportunity Area

North Circular Road

Residential "Network Holes" Further than 400m (quarter of a mile, about 5 minutes walk) from the nearest bus stop

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November 3, 2010

Produced by the GIS Development Team

Looking Across the Border - Strategically Important Public Transport Corridors Spanning Brent

There is a raft of documentation supported by robust evidence that orbital public transport (predominantly bus-based) in North-West London, is poor. There is high level acknowledgement within the Greater London Authority, LDA and TfL, that orbital public transport, particularly spanning the Wembley Park – Park Royal – Ealing corridor, is slow and unreliable, particularly during the morning and evening peaks, and must be improved over the next 5-10 years.

With 10,000 new homes being constructed in the Wembley Park (growth point) area, Park Royal Business Park, the largest of its kind in Europe - set to expand and grow - and Ealing playing a major role as the largest Metropolitan town centre in the region coupled with the need for improved public transport links to future Crossrail/potential Old Oak Common (HS2) international hub, cumulates in adding significant (future) pressure on NW London public transport network.

Officers and Members at Brent Council are keen to ensure that the West London Sub-Regional Transport Plan presents an objective view of the transport planning needs of the sub-region. It is essential that the Plan acknowledges the boroughs aspirations and understanding of the short, medium and long term solutions to the problems. A key aspiration of LB Brent, Park Royal Partnership and LB Ealing is to attract people from their cars by providing faster bus services.

The following comprises a brief resume of existing reports/strategies which reinforce the need for an innovative, value for money, bus-based solution to a well documented problem within the Western sub-region.

The Mayor's Economic Development Strategy October 2009:

Proposal 5A – "Investing in London's future" (pg70-71, Para 5.9 – 5.16)

339. In terms of development in outer London, Proposal 5A advocates that the "Mayor will work with partners to strengthen the economy across London, including removing barriers to outer London fulfilling its potential, and to support the development of town centres in outer and inner London as hubs for their communities and local economies". An idea the proposal highlights as a possible approach is the "hub and spoke" model. This is when surrounding areas benefit from access to a strong economic centre. The document will also seeks to ensure outer centres are more readily accessible from surrounding areas by public transport, ideally through developing an orbital transport system to facilitate the anticipated growth of these centres, such as Ealing.

The TfL Interim Report on Challenges and Opportunities, West London, (February 2010) **document stated:**

40. "The key strategic orbital route through the sub-region is the A406 North Circular Road..."

66. "Additional orbital journeys around the region (for which there are currently relatively fewer public transport options) will likewise need to be addressed in order to prevent over-reliance on private transport."

117. "Analysis shows that although congestion is not widespread across the west London network, it primarily affects the west sub-region in the morning peak period and in particular on orbital routes where a number of hotspots can be identified."

The connectivity challenge for west London

247. "Orbital public transport travel within west London is mainly catered for by buses, with some additional rail connections provided in inner west London via the London

Overground network. Whilst the level of existing provision may be adequate to meet current demand levels it is important to consider how the demand for travel within west London will change as the public become more familiar with enhanced opportunities for orbital travel and employment and population grows. Furthermore, there will also be opportunities for increasing public transport usage on certain corridors to help reduce highway congestion."

Figure 88, Indicative Priorities, stated that the reason for the 'further investigation' of poor connections between Wembley and Ealing was because the corridor "was poorly connected by public transport" and that "Park Royal falls between these two key centres".

"X26 bus service (2010). As part of an experiment into orbital travel, this (Limited Stop/Express) bus service from Croydon to Heathrow has recently doubled in frequency from 2 to 4 buses per hour. This experiment is to be continued on a full-time basis."

The Mayor's Transport Strategy

The Mayor's (May 2010) Transport Strategy emphasizes the importance of improving orbital public transport connectivity. Some extracts include:

Policy 7: seek to improve orbital connectivity in Outer London, "particularly between adjacent metropolitan town centres, where shown to be value for money."

3.1.3 London-wide travel: "...Orbital transport corridors are also important to overall levels of connectivity. In Inner London, these are relatively well-developed and will be enhanced further through the development of the London Overground network. However, in Outer London they are less developed..."

West London sub-region 72: "West London primarily comprises the boroughs of Hillingdon, Harrow, Brent, Ealing, Hounslow and Hammersmith & Fulham. It is home to four metropolitan town centres (Ealing, Harrow, Hounslow and Uxbridge), the largest industrial park in London (Park Royal), and the largest urban shopping mall in Europe. The population of the region is forecast to grow by 10 per cent to 1.6 million in 2031 (Based on GLA forecasts, 2010). While trips to central London are well-served by public transport (though often crowded), orbital links are far more limited. The region also includes Heathrow airport, the destination for more than 45,000 trips daily by London residents, of which over half are made by car."

4.2.2.6 Orbital connectivity 139: "London's transport system provides for orbital travel through existing orbital bus services, orbital London Overground and National Rail suburban services and orbital roads such as the North and South Circulars. However, planning and undertaking orbital journeys can still be difficult. The strategy will seek to improve Londoners' awareness of orbital public transport options as well as making improvements to the services themselves where value for money can be demonstrated. The strategy will also seek to improve orbital road links."

Brent's New Corporate Strategy

Under the section titled "Protecting the Environment" (Page 9) of Brent's new (2010-2014) Corporate Strategy, available here:

http://www.brent.gov.uk/stratp.nsf/Files/LBBA310/$FILE/Corporate%20Strategy%202010-2014%20Brent%20Our%20Future.pdf

...states *"We are continuing to enhance the public realm, improving the state of our roads and pavements, and increasing road safety, particularly where it affects children.* ***In addition the council will lobby the Mayor of London on strategic transport issues which matter to Brent, including high-speed orbital bus based services connecting outer London town centres."***

Indeed, Brent's Chief Executive, Gareth Daniel (whom has chaired previous West London Alliance meetings under which sits the West London Strategic Transport Group – who oversaw the development the "Ten Point Plan for Transport in West London") - is strongly supportive of the concept.

The Outer-London Commission

The West London Alliance (WLA) response to the outer-London Commission's (2010) findings, stated:

"Crucially, the future approach to growth of economic activity - and housing - must be allied to the way in which transport networks are developed and the need to minimise commuting and pressure on the system. That also requires a broader based consideration of the network outside the CAZ. The past pre-occupation with radial capacity into the CAZ to the near exclusion of all else has failed to exploit the potential for growth in inner and outer London, where improved orbital capacity is needed."

"Given the link already established by the GLA between public transport infrastructure investment and employment growth we specifically seek investment in sub-regional radial public transport spokes to our main radial transport system

to support employment growth in town centres and employment areas; leveraging existing and planned infrastructure (e.g. Crossrail) where appropriate. Extension of these radial spokes could determine selective routes that meet orbital journey gaps in suitably attractive public transport e.g. Wembley – Park Royal – Acton Main Line – South Acton."

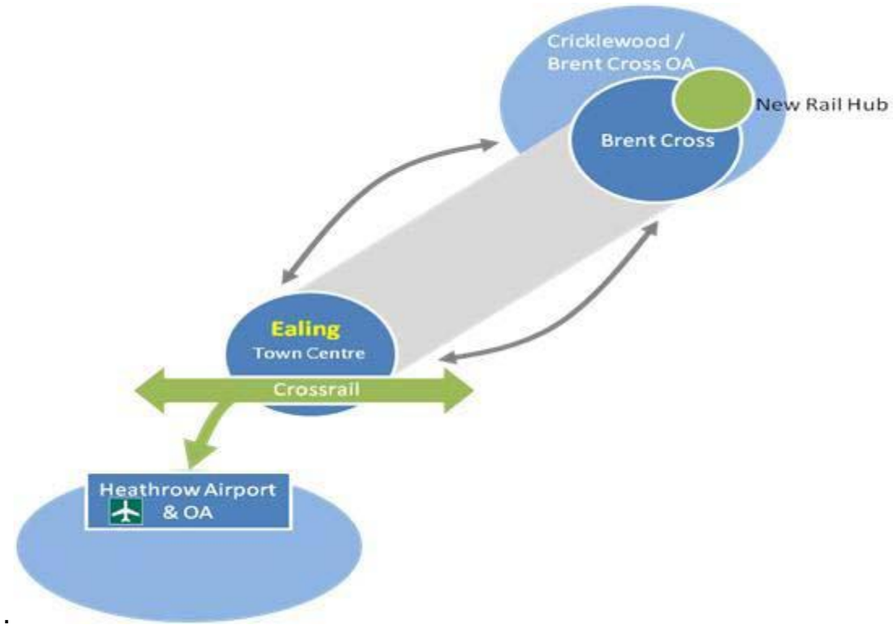
The West London Ten Point Plan

The West London Ten Point Plan, developed jointly by the London Boroughs of Ealing, Harrow, Brent, Hounslow, Hillingdon and Hammersmith & Fulham, available here, http://www.westtrans.org/documents/Latest%20News/Ten-Point%20Plan%20Jul07%20.pdf explicitly stated that:

"Point 3/10: Facilitating Orbital Movement:

Most of the major transport routes in West London provide for radial movements to and from central London. However orbital movements are generally poorly served. This has a major detrimental effect on communities across the sub-region, limiting options to access the opportunities for jobs, education, healthcare, shopping and leisure that are widely distributed across West London. The Council will work to secure improved orbital transport facilities and services, such as the FastBus proposal."

In light of all of the above, which is by no means exhaustive or comprehensive in it's coverage of all documentation which has covered the subject, it was particularly disappointing to note in the Sub-Regional Transport Plan (West), distributed prior to and discussed at the 18th November West London Liaison meeting, that whilst the document continued to acknowledge the problems, the list of potential solutions had been considerably 'watered down', as follows:



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Ealing – Brent Cross

Brent Cross is forecast to see enormous population growth – providing good access to Ealing, where population is set to grow, and the Great Western Mainline is important.

Currently, the journey time by public transport is not competitive; it takes 20 minutes by car or nearly 1 hour by public transport. There are existing direct bus services, but the journey time exceeds an hour at peak times.

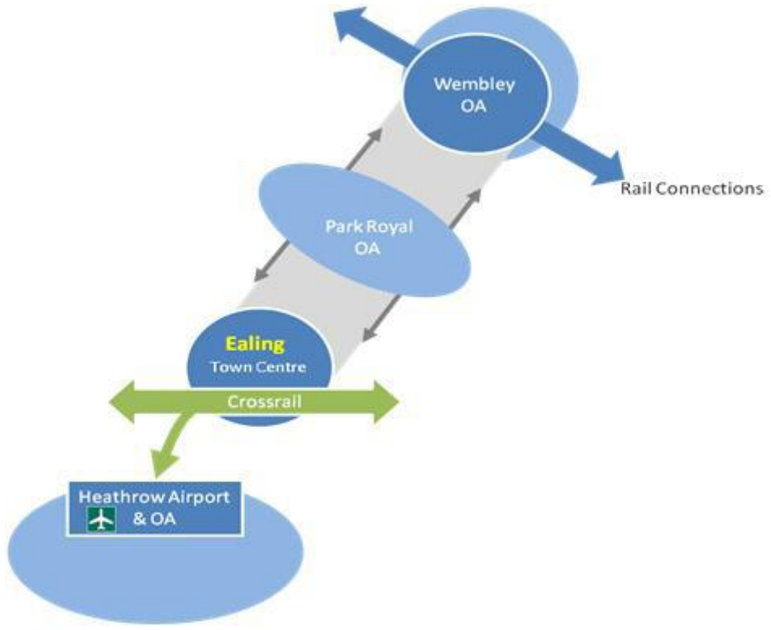
Potential solutions

Short term
• Encourage more journeys by cycling through smarter travel measures

Medium term
• Cycle infrastructure enhancements

• Review feeder bus services to Crossrail at Ealing Broadway

Long term
• New orbital rail link
• High Speed 2 Interchange at Old Oak Common allowing services from GWML to Cricklewood



Existing links along this corridor are bus-based and these services will come under pressure from three main sources.

Firstly, Ealing Broadway will become a more significant transport node with Crossrail and potentially a gateway to Heathrow Airport and Opportunity Area.

Secondly, Wembley is a major destination for employment and events and demand will increase as the Opportunity Area is further developed.

Thirdly, the Wembley-Ealing corridor includes Park Royal – a major employment area and an Opportunity Area in the London Plan. Consequently, over time, there will be a need to strengthen and enhance these bus services. In the longer term, the rail hub at OOC has the potential to serve this area.

Potential solutions

Short term
• Develop work place travel plans to encourage more car sharing / cycling, e.g. at Park Royal;
• Investigate whether signalised junctions on the A406 can be optimised / linked.

Medium term
• Cycle infrastructure enhancements;
• Bus infrastructure improvements between the two town centres, via Park Royal

Long term
• High Speed 2 interchange at Old Oak Common, allowing interchange between WCML and GWML.

As this (draft) LIP-2 is being developed, officers at Brent are in discussion with TfL and the West London Liaison Group, to 'firm up' the solutions that will feature in the final version of the West Sub-regional Transport Plan.

Brent Council, the Park Royal Partnership and other WestTrans partners are in agreement that it is not acceptable that cycling measures are proposed to fill the void of poor public transport connectivity/efficiency and cater for an entirely different audience altogether. Officer and Members alike believe that without such medium-term aspirations/solutions appearing the sub-regional transport strategy, the consequences will be nothing less than ‘more of the same and worse’ - more cars, slower buses, and a place where operating an efficient and viable business becomes unappealing, if not impossible

2.10 Improving Cycling in Brent

Cycling is a healthy, clean, cheap and convenient way to get around London. The Mayor has promoted 2010 as the "year of cycling" and Brent Council wants to support the Mayor's vision of ensuring London is a "cyclised city", supporting the Cycling Revolution locally. .Brent Council's Transportation Policy Team is working closely with the Sports Department, Libraries and Heritage Department, and the Parks Department, as well as key external stakeholders such as the NHS, to produce a multi-discipline-informed Brent Cycle Strategy, informed by the Mayor's Transport Strategy, the Sports Development Strategy, the NHS Cycling Strategy, the recent Outer London Borough Report, as well as existing policy documents such as Brent's Corporate Environmental Statement, the Climate Change Strategy, and the Environmental Health's Air Quality Action Plan.

Cycling – In Context

Cycling has doubled in London since 2000. In 2010 The Mayor of London has set a target of a 400% increase in cycling to achieve a 5% mode share by 2026. It is estimated that much of the potential for growth in cycling lies in Outer London and the creation of 'Outer London Biking Boroughs' - of which Brent is one - is set to play a key part in achieving this growth in cycling. The Biking Borough programme is part of a three-pronged approach to increasing cycling, alongside the London Cycle Hire Scheme and the creation of Cycle Superhighways. Its aim is to embed a culture of cycling throughout the borough

With the ongoing evolution of the 'Biking Borough' concept, the London Borough of Brent has the opportunity to expand on existing cycling programmes in the borough, and to build on the legacy of promotional events whether organised through the borough, or in partnership with key transportation partners or community groups. This will help Brent become an exemplar for Biking Boroughs at the forefront of a cycling revolution in Outer London.

What distinguishes a Biking Borough from any other London Borough is a focus of resources and effort, political will and partnership working towards mainstreaming cycling across the borough. Primarily a Biking Borough should contribute to the Mayor's aim to maximise the opportunities for existing and aspiring cyclists and work alongside health, education, and safety & security, and other partners to bring about a significant increase in cycling.

In order to achieve this vision, a number of objectives for the Biking Borough were identified:

- **To increase the overall number of trips made by cycle;**
- **To encourage existing cyclists to cycle for other trip purposes;**
- **To attract other family members to try cycling – moving towards a critical mass within social groups that are already accepting of cycling;**
- **To selectively target hard-to-reach groups and break down barriers to cycling;**
- **To promote cycling as a safe, secure and enjoyable activity.**

Cycling Activity in Brent

The TfL Report 'Cycling in London' reports a mode share for cycling trips of 1% for Brent. This is based on the trips recorded in the London Travel Demand Survey rather than traffic observations and therefore refers to Brent residents only as opposed to all traffic movements in the borough. Notably, this is less than the average for West London.

In addition, other sources of data were analysed. These included the London Travel Demand Survey (2005-2008 and 2006-2009), MOSAIC profiles, Census Data (2001), Brent's Residents' Place Survey (2008-2009), Greenways Surveys (undertaken at Water Road and Proyers' Path), TRAVL and ITrace Surveys conducted for workplaces and schools under TfL's Travel Plan programmes), and School Census Data. These studies and surveys gleaned key attitudinal and demographic findings, as follows:-

- **Cycle trips account for 1.2% of journeys across the Borough. This is slightly lower than the 2% average mode share for West London, but is slightly higher than the average Outer London borough average of 1%. The mode share for London as a whole is 2%;**

- **The highest level of cycle commuting trips are in Queen's Park, Kensal Green and Kilburn. The lowest is in Kenton, Fryent and Northwick Park;**
- **Asian residents are least likely to cycle (90% never cycle) but represent nearly a third of the population;**
- **52% of residents are 'regular' cyclists and are most likely to live in West Kilburn and Harrow on the Hill. The data also suggests there is further potential in Kingsbury and Harrow on the Hill. Census data from 2001 also identifies Willesden as an area with a higher level of cycling;**
- **There were 8 cyclist fatalities between 2005 and 2009 in Brent, with a high number of collisions involving cyclists occurring along the A407;**
- **Cycle theft incidents are rising; the number of thefts which took place in 2009 was almost double the number in 2001. There is also a strong geographical correlation between cycling level and level of theft, with hotspots in Kilburn and Willesden;**
- **Residents in Alperton and Queen's Park were most concerned about pollution, whereas residents in Wembley Central and Kenton were most concerned with congestion;**
- **Residents in Queensbury felt parks & open spaces and Sports & leisure facilities needed improvement and this can be supported by cycling infrastructure;**
- **The 5-19 age group and the 30-39 age group are most likely to be high frequency cyclists, although schools data shows a lower than average level of cycling. Similarly, there is little geographic correlation between cycling level and age, as the age profile does not differ significantly between wards;**
- **There is a slight dip in cycling amongst those aged 20-29, suggesting potential to target this age group;**
- **More affluent groups are more likely to cycle than those with lower incomes. Residents classed as high income are most likely to live in the east of the Borough, in line with current mode share and propensity to cycling levels;**
- **There is a clear correlation between MOSAIC driver profiles and current (census 2001) Travel to Work modes;**
- **Despite a slightly lower mode share than in London as a whole, level of access to a bicycle is the same (38%).**

Development of the Biking Borough Concept

In order to focus limited resources and gain maximum benefit from investment, cycle hubs were identified within Brent via a process of community engagement. A stakeholder event was held in March 2010 with around 25 representatives from LB Brent, Transport for London, local businesses, cycling organisations, the Police, and other groups.

The stakeholder group identified that the cycle hub should be:

- **An area, neighbourhood or corridor that shows strong potential for growth in cycling;**
- **A location where innovative ideas for cycling can be piloted;**
- **A place where resources are targeted towards increasing cycling;**
- **An area characterised by partnership working to promote cycling; and**
- **A key trip destination.**

The overall objective of the stakeholder consultation process was to engage with relevant local stakeholders to ensure buy-in and support for the Biking Borough agenda. There were a number of other reasons for holding a stakeholder workshop.

These included understanding the priorities of relevant parties, identifying preferred schemes and confirm support for identified interventions, and ensuring all existing cycle and cycle-related activities were understood and considered.

Our Environment+Neighbourhoods Directorate has now commissioned a full audit of cycling activities, including those related to leisure and sports cycling, as well as commuting.

It also included identifying key partners that the Borough can work with to deliver the Biking Borough initiatives; These have included Council Members and council

officers from a range of directorates, schools sports partnerships, school travel plan advisors, key workplace and other "destination" organisations (such as Wembley Stadium/The FA and Neasden Temple), various police teams including the Safer Transport Team, Sustrans, TfL, West Trans, and community groups with an interest in cycling, such as Cycletastic.

A meeting with borough officers in early 2010 identified seven locations in the borough suitable for consideration as "cycle hubs":

- **Northwick Park;**
- **Wembley Town Centre;**
- **Wembley City;**
- **Willesden;**
- **Park Royal;**
- **Harlesden Town Centre; and**
- **Kensal Rise.**

Further work reduced this to three key hubs (Kensal Rise, Northwick Park, and Wembley City, and of these, TfL and Brent Council have agreed to focus interventions during the LIP2 period on the Kensal Rise Hub.

Attitudes to Cycling in Brent

Uptake of cycling can be hindered by barriers, both physical (for example poorly designed or threatening infrastructure, high traffic speeds or lack of cycle parking) as well as attitudinal (such as feelings of vulnerability as a road user, or fear of cycle theft).

Some of these negative factors include:-

- **Severance – where there are main roads / rail routes that discourage or make cycling difficult – this predominately relates to the North Circular but there are also other local severance points;**
- **Cycle theft – Clearly there is a direct link between cycle use and theft. If cycle theft is high then some potential cyclists could be put off from cycling;**
- **Higher than average HGV counts – as this may discourage cyclists for safety reasons and where a higher than borough average is recorded. For example, the large Park Royal industrial estate.**

Cycling in Brent Over the Course of LIP-1

Interventions during the previous LIP1 period have included:-

1) Promotion of cycle training through schools, workplaces and other organisations. Over 1000 trainees benefited from this programme in 2009-2010. Further engagement with schools' Sports Programme Development Managers in Brent and potential support through the Bike It programme will build on increased interest and acceptance of cycling as part of school travel plans in the future;

2) Delivering the LCN+ cycle routes. Cycling infrastructure improvements are included in the design stage of traffic interventions. Local LCC Group Brent Cyclists are statutory consultees on new schemes. Good practice examples of LCN route sections in Brent include Routes 45 (Harrow to Ladbroke Grove) and 85 (Stanmore to Croydon);

3) Promotion of cycling through free mechanics surgeries (Dr Bikes) and other activities at community and Council–run events throughout the year, including the long-established Brent Respect festival attracting up to 15,000 people;

4) Marketing of annual London-wide initiatives such as the Hovis FreeWheel (now the London Sky-Ride) event;

5) Provision of short and long-stay cycle parking on the highway, at workplaces, in residential areas, and at other key destinations. Bike Bollards have been installed along Harvist Road [see picture]. This programme included engagement with housing providers and organisations requesting a need for secure long-stay cycle parking. In 2009-2010 several secure "bike bins" were installed at a community theatre in Kensal Rise;

6) Working with key partners such as British Waterways to improve cycling conditions along the Grand Union Canal. Significant work has been carried out

along the Brent sections, including additional bridges across the canal in Park Royal and Alperton;

7) Progressing cycling infrastructure studies including the CRISP A5 report, which will inform the Barclays Cycle Superhighways development in Brent;

8) A cycle infrastructure Benchmarking Project was carried out in 2008;

9) Working with PCT / NHS Partners to embed cycling as an integral part of Health Sector initiatives to promote an increase in physical activity in the borough. Brent PCT is now delivering on workplace travel plans in the borough at all its sites, and reference to sustainable travel plans and active travel is made to support one of the four key pillars (influencing the business sector) in Brent's recent Strategic Obesity Strategy (2010-2014). Additionally, workplace cycle parking was installed at Northwick Park Hospital;

10) Promotion of cycling through workplace travel plan development, such as the very successful Try Cycling scheme delivered in 2009 which saw a 25% achievement of sustained shift to this mode amongst 74 participants from several organisations in Brent;

11) Working with community groups such as BEST Eleven Streets, Cycletastic, the South Kilburn Cycle Club, and Salusbury World, to source funding opportunities through the Bike Club project;

12) Partnership with the Police to raise awareness of cycle theft, and to promote cycle anti-theft marking schemes and advise on cycle security. This year cycle identification kits were promoted at the Brent Respect Festival and at an event in Harlesden.

LIP-2 Delivery Plan for Cycling in Brent

£180K has been allocated from the LIP2 programme to provide cycle training for the period 2011-2014, with an additional £90K for the Bike It programme. Additionally, cycling support will be provided through the LIP2 Smarter Travel, Neighbourhoods and Corridors programmes (see funding and action plan sections).

Priorities for investment have been presented after analysis of responses to stakeholder engagement exercises held during 2010. These priorities have been assigned to one of three groups of interventions – infrastructure, behaviour change, or partnership working. These were further distilled into 15 key top priorities for Brent, which are :-

1) 20mph zones with cycle friendly traffic calming; The DfT have recently announced their agreement to streamline ways of incorporating 20mph zones with minimal costs.

2) Review and removal of restrictions & bans on cyclists; These will include the judicial use of "Except Cyclists" signage where roads have been made one-way, but there is an identified need for re-introducing two-way rights of way for cyclists.

3) Improved Cycle parking both in terms of location (to include residential) and type of parking (more innovation and higher security); The Biking Borough programme has allocated funding to support LIP2 period (2011-2012) to install a total of 400 predominantly on-street (i.e. – on the public highway) – 'Sheffield' type cycle parking stands. Consultation with key groups and organisations has already begun, and this will be taken further throughout 2011-2014.

4) Improved Wayfinding & Cycle signage; Infrastructure support from the Biking Borough programme is accessing £90K funding to improve wayfinding and signage on key routes into and out of Kensal Rise, the designated Hub area. This will add value to LIP schemes such as CO3, as well as link Willesden Sports Centre and the LCN Network with the Hub area.

5) Bike and Ride at rail stations to encourage interchange by cycle; Initial work will begin by considering secure, surveyed medium-stay cycle parking at Kensal Rise Station. After a review of this, other suitable stations will be appraised.

6) School Cycling Initiatives; Brent Council's transportation and sports departments have already been liaising closely with the NHS on how to promote and deliver cycle training in schools more cost-effectively. Brent PCT have already committed £40K to supplement an annual approved £30K contribution from the LIP2 programme to commission delivering this support to schools. This

is in addition to the already-well-established £60K cycle training budget which enables schools, individuals and adults to access cycle training borough-wide. Brent Council will also link in with regional campaigns such as the London Cycle Challenge. Already two schools have asked for promotional events in summer 2011 to supplement their work to enable children to take up cycling.

7) Further roll out of Greenways; Brent Council will continue to work with SUSTRANS and the Olympic Delivery Authority to progress the Greenways for the Olympics and Paralympics and London (GOAL) project.

8) Maintenance & Advice Clinics including Dr Bike sessions and training courses; The Council will continue to work with schools, workplace organisations, venue destinations, and community groups, to enable bike repair workshops to be scheduled on a regular basis throughout the borough, and will link these activities to the calendar of local and community events. At least 20 events have already been planned for 2011. A particular target sector will be the NHS .

9) Continued roll-out of cycle training; The Council is continuing to review and monitor the term contractor to deliver cycle training in ways that target all sections of the community, and regularly meets with CTUK to review and improve its effectiveness.

10) Targeted interventions such as information in new homebuyers packs, information for new employees or for people recently diagnosed with health issues; During 2011, work will be targeted towards tenants and residents' groups, registered social landlords, and Brent Housing Partnership, in the Biking Borough Hub area (within 2 km of Kensal Rise). During the whole LIP2 period (2011-> 2014) £14K from the Biking Borough programme has been allocated to providing secure long-stay residential cycle parking at 5 locations, as well as to facilitate 8 residential events (two of which will be supported by the London Cycle Campaign's TfL-funded Biking Borough Residential Event Days in 2011.

11) Events and Challenges including school and workplace competitions/challenges; The Council will continue to link in with TfL regional and West London (West Trans) Sub-Regional events and campaigns, such as Walk-to-School Month, Walk-on-Wednesday promotions, Bike Week, European Mobility Week, and other relevant campaigns.

12) Cycling on prescription to allow GPs to prescribe cycle courses or guided rides; Brent has higher-than-average rates for residents who undertake no physical activity whatsoever. The NHS is addressing this serious concern – which may have unmanageable cost repercussions if left unchecked – by supporting borough and organisational travel plans, particular measures promoting walking and cycling (active travel). Our officers sit on the Pan-London NHS Travel Plan network. The network also endorses the NHS Cycle-to-Work Certification schemes which accredit organisations and sites that support cycling by providing practical measures such as secure cycle parking, and changing facilities. This scheme is linked to the NHS Cycling Strategy, the NHS Travel Plan Strategy, and Brent PCT's endorsement of promoting physical activity – for example by encouraging GP s to prescribe physical exercise regimes to some groups of patients.

13) Cycle try-out schemes personalised towards the individual; Lack of bicycle ownership is an obvious barrier to the take-up of cycling. Brent Council has already taken advantage of several schemes that provide medium-to-long-term loans of cycles (such as the Cycle-to-Work scheme delivered to organisations in 2009, which saw 33% of those Brent participants on the scheme go on to achieve sustained mode shift to this mode.

14) Recycling bikes / community schemes to encourage both new skills and supply affordable cycles; and again to address the barrier of lack of ownership. TfL has agreed an allocation of £9K over the LIP2 period to support the work of Cycletastic, a community-led organisation that works closely with the Police, the Youth Offending Service, and schools, to recycle unwanted / unclaimed bicycles, to up-skill those not in education, employment or training ("NEETS"), and , to provide a pool of bikes available for training at specific venues.

15) Freight / Cycle Awareness for both cyclists and HGV Drivers.

This selection of projects show the strongest potential return on investment based on the assessment of case studies and stakeholder discussions. This is

underpinned by a wide range of other projects that could be called upon as priorities change over time. An above-average rate of cyclist collisions involve freight vehicles, especially where the cyclist has collided with the vehicle turning left. This is a priority area for addressing, and will help drive down the KSI rate for cyclists even further. £15K has been approved within the Biking Borough programme to facilitate ten events under the FORS scheme, and the Exchanging Places programme, as well as to promote safer and greener driving techniques for all freight operators/ drivers. Work will initially be focussed on the Borough fleet Brent Transport Services, and those contracted by the Council, such as Veolia.

Cycling Superhighways

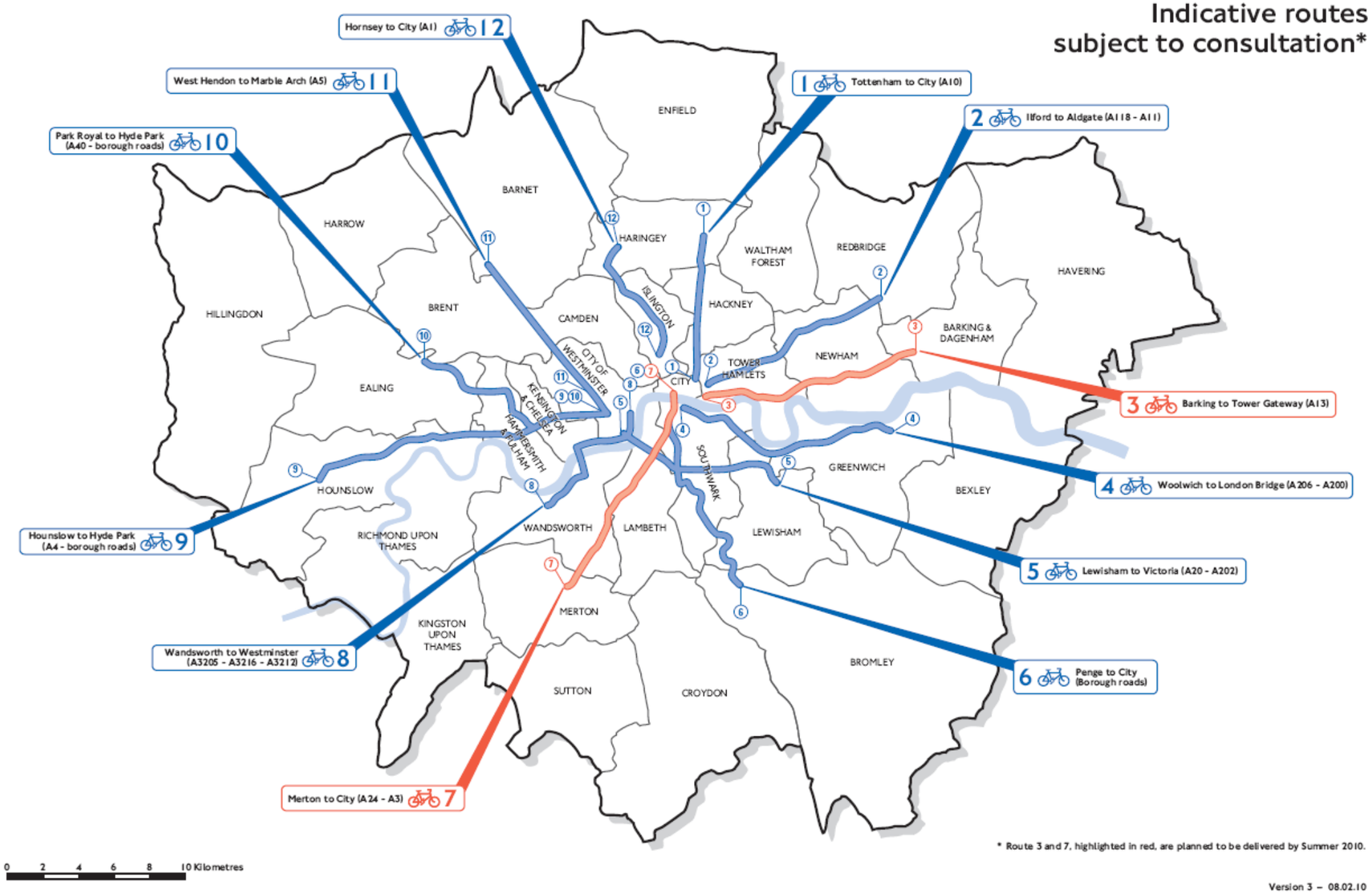
Two Barclays Cycle Superhighways (routes 9 & 10) are set to be installed in the West-London sub-region, with two others bordering (routes 11 and 8) bordering it to the north and south respectively. Like Brent, a number of west London boroughs are Biking Boroughs and are planning their investment in order to encourage more cycle trips. Ealing for example, are planning to develop a cycle 'hub' around Ealing Broadway.

This investment will improve access to central London as well as to key places within the region. It will make orbital journeys easier and improve the urban realm for walking and cycling. There may also be potential to expand the Barclays Cycle Hire scheme or similar to areas outside central London, subject to funding.

An initial study of the proposed route (along the A5 corridor) has been completed as part of a former CRISP study, and alternative options to the straight-line route were also considered as part of this study. Building on this, Brent Council engineers will continue to work with TfL to identify a suitable route through Brent, and implement the Barclays Cycle Superhighway Route 11 by 2015. The Council will also avail of the additional funding at that time to promote "softer" measures such as cycle training, safety and security events, and workplace and residential travel plans and measures, to augment the take-up of the Cycle Superhighway route at both the home and destination ends, as well as within a mile each side of the route.

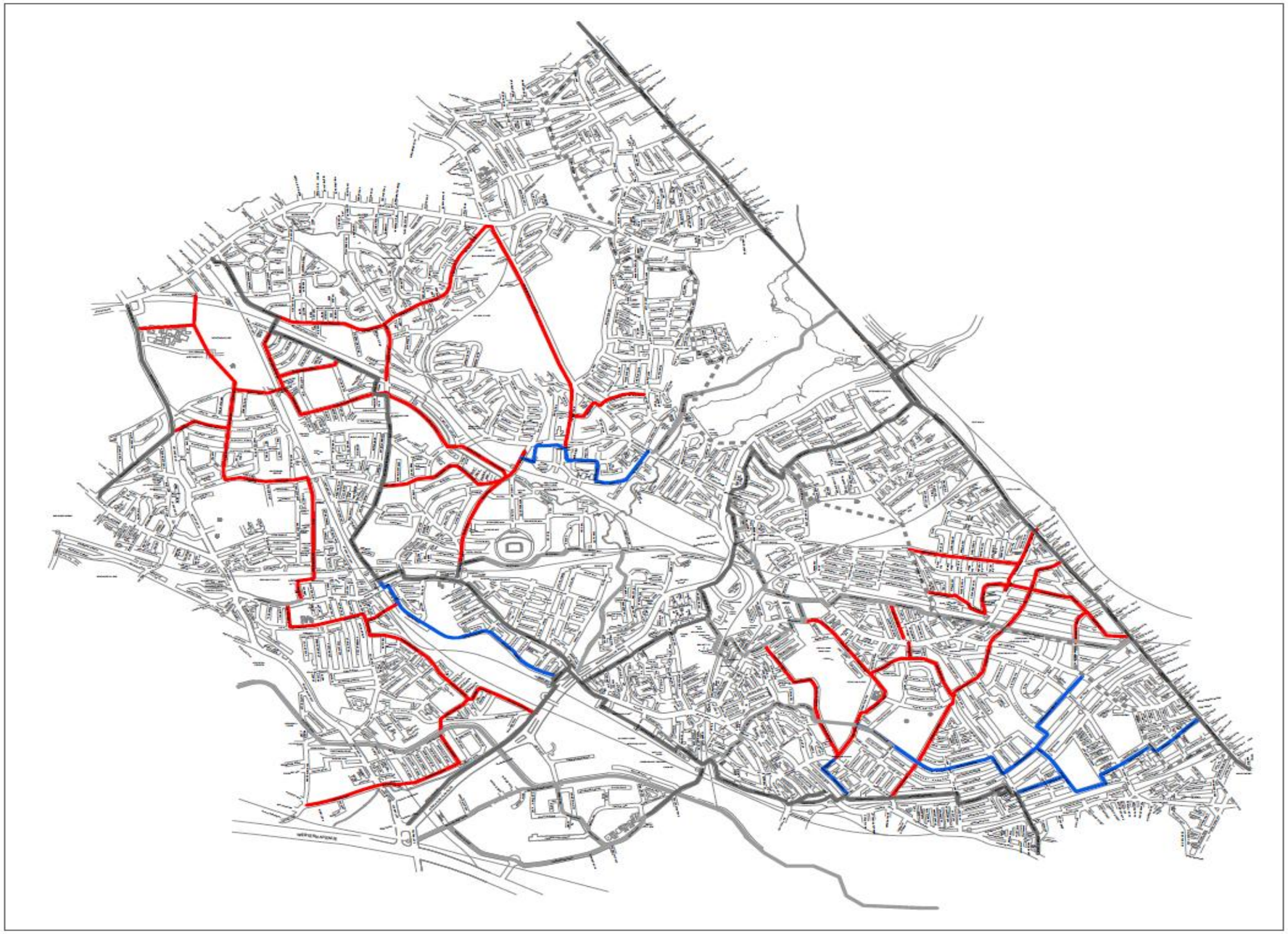
Cycle Superhighways

Indicative routes subject to consultation*



* Route 3 and 7, highlighted in red, are planned to be delivered by Summer 2010.

Version 3 – 08.02.10



Cycle Routes in Brent

Legend

Street Map

New Cycle Routes

East to West

North to South

Existing cycle routes

LCN

LCN & Route 5

LCN +

0 0.5 1 Kilometers

Source: ZGIS_Users\Kjones\Cycle Routes
Date: January 2008

Produced by the GIS Development Team

Cycle Infrastructure Enhancements

The table below shows corridors along which journeys are potentially quicker to cycle than to use public transport. TfL will work with the relevant west London boroughs to look at enhancing cycling conditions along these corridors to improve connectivity as well as increasing cycle usage to contribute towards meeting the Mayor's 5% mode share target for cycling. Four out of the five corridors, highlighted in red, are the selected priority corridors for the sub-region. Southall to Harrow is also an important corridor and solutions to increase cycling levels should be pursued. Two of the five corridors feature Ealing – an area identified as having the highest level of potentially cycleable trips outside central London.

Corridor	Distance (crow fly) km	Time taken to cycle (mins)	Peak PT Journey Time (mins)
Wembley – Ealing	5.7	c. 25	c. 60
Brent Cross – Ealing	8.9	c. 35	c. 60
Hammersmith – Clapham Junction	5.1	c. 25	c. 60
Southall – Harrow	8.5	c. 35	c. 60
Heathrow - Uxbridge	8.6	c. 35	c. 40

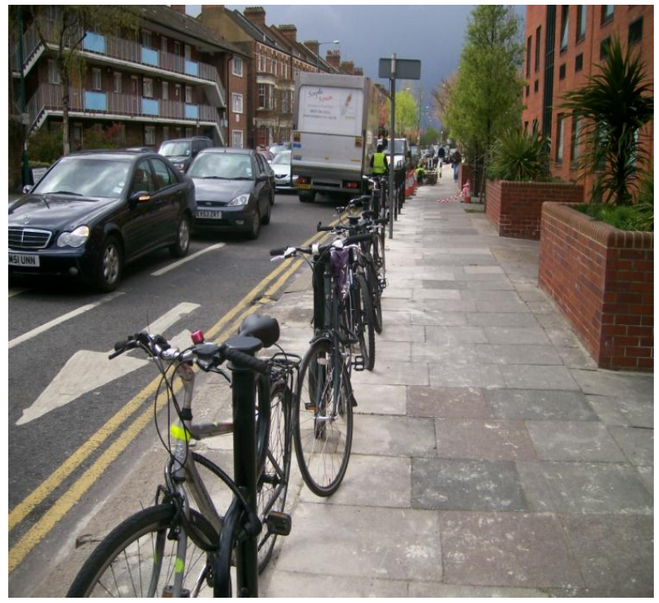
Over the life-time of LIP-2, the Council will strive to:

- **Continue to raise the profile of cycling and increase the mode share of cycling in the borough;**
- **Ensure that streets and spaces are places where all road users have mutual respect and care for each other and reduce conflict between cyclist and vehicles, cyclist and pedestrians, for example;**
- **Continue our excellent track record in reducing the numbers of cycling related casualties, particularly those involving HGVs;**
- **Increase secure cycle parking;**
- **Work alongside the policy and community safety to help reduce cycle theft and increase cycling security;**
- **Promote cycling as a healthy and enjoyable activity;**
- **Embed cycling into the way development in Brent is planned and secured;**
- **Seek to maximise cycling investment from all sources;**
- **Work in partnership with key stakeholders to develop, deliver and promote cycling initiatives;**
- **Seek to identify new routes and opportunities for commuting, leisure and local cycling trips alike.**

A key output of a bespoke, future cycling strategy which will be developed in Brent Council over the life-time of LIP-2, may identify potential "cycle-hubs". These are areas, geographic or perhaps sector-based, that show the greatest potential for an increase in cycling levels, and can act as a showcase for cycling investment, partnership working or pilot initiatives. To assist in determining the most effective location for the Cycle Hub, a multi-criteria assessment of different locations was completed which identified **Kensal Rise** as the favoured Hub.

Biking Borough infrastructure interventions that align with the LIP2 programme in the Hub area include the Neighbourhood schemes within 2 Km of Kensal Rise Station, as well as potentially a cycle lane along Chamberlayne Road north of Okehampton and Hardinge Roads and south of Sidmouth Parade, a programme of improved wayfinding and signage for the link between Chamberlayne Road and Willesden Sports Centre within King Edward VII s Park, and a programme of "quick-win" permeability improvements in the Hub area, especially where these would support local and school related trips.

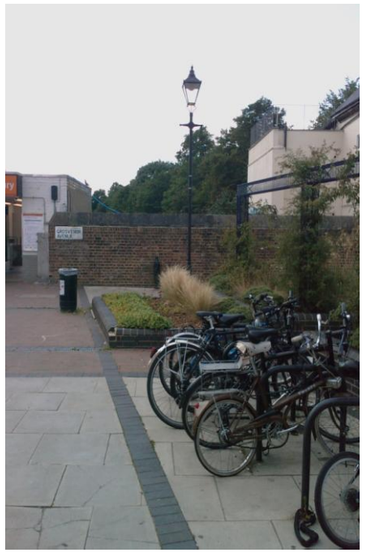
A participant in "Cycletastic's" Bike Recycling Programme



Cycle Parking in Harvist Road, Kilburn

Secure "Bike Bin " Storage at the Lexi Cinema in Kensal Rise

A journey using both rail and cycling modes.



Cycle parking, Kensal Rise.

The former Mayor of Brent at Queensbury's Eco Festival in 2009

Innovative cycle parking also enhancing the public realm

Trial Bikes at Brent's "Respect Festival".

2.11 Highways Asset Management Plan (HAMP).

Continuing growth in traffic and its attendant problems has brought an increasingly widespread recognition of the importance of efficient and diligent highway maintenance, and the high value placed on it both by users and the wider community. Conversely, public concern about highways maintenance, not just in London but across the UK, is increasingly focussed on the (perceived) failures of local authorities to invest adequately and effectively in highway maintenance. Much has been made in local and national press about the implications of this for safety and journey reliability - particularly following the harsh 2009/10 Winter season.

It is commonly accepted that inadequate maintenance only stores up even greater problems for the future. The general upward-trend in investment over the previous generation has been welcome and effective, but a sustained long-term programme of investment in maintenance of the local highway network is crucial. Investment needs to be sustained, planned, and efficiently managed, as well as being supported by effective technical and supporting management systems.

A proportion of annual capital and revenue spending programme is for improvements to those sections of carriageway and footway that have been identified as being in the greatest need. These improvements are targeted at borough roads for which no external funding is available.

Like all London boroughs, the Council receives funding annually for maintenance investment on the principal road network from Transport for London, via the Local Implementation Plan Annual Funding Application.

The sections of carriageway and footway that are chosen are based on the findings of an independent condition survey currently led, on behalf of Transport for London, by the London Borough of Hammersmith and Fulham. A specialist contractor in highway condition surveys is assigned the task of surveying a list of pre-determined roads.

The roads to be surveyed are based on the following:

- **Nominations from Councillors;**
- **Requests from Brent residents and other users of the highway network, which are supported by highway engineers as meriting inclusion;**
- **Recommendations from highway engineers.**

The survey findings are produced in two lists, which gives a defect rating against each section of carriageway and footway inspected. Senior officers then analyse the findings for the 'top tier' of worst sections listed in these reports. Of the total number of roads surveyed, the budget available will only permit a small percentage of roads being included in the annual major works programme.

Following this analysis, these roads are then prioritised according to specific criteria:

- **Structure;**
- **Safety implications;**
- **Degree of usage.**

Costings are then taken to evaluate how many of these 'top tier' roads can be improved, given the total budget available for carriageway resurfacing and footway reconstruction schemes.

In addition to the major works programme, a smaller budget is available in order that planned and responsive repairs to minor defects on footways and carriageways can be undertaken.

Mindful of the above, and putting to one side the uncertainty relating to future levels of investment in the maintenance of the highways network and combined assets, the Council is continuing to develop Highways Asset Management Plan (HAMP).

The HAMP sets out objectives and targets for delivery, procedures for efficient management of the asset lifecycle, and a programme of improvements, for all

parts of the highways network. The HAMP covers all elements of the highway infrastructure managed by the council; from roads and footways through to street-lighting, trees and verges, ensuring that a safe, usable and sustainable network is provided for all. Once completed, the HAMP should become an essential tool in ensuring the maintenance of a high quality public realm.

The Highway Asset Management Plan (HAMP) sets out an overview of the policy drivers and investment decisions that affect maintenance of the highways network. The HAMP demonstrates and informs the process of keeping the road network safe and serviceable while achieving value for money.

Key issues, considerations and conclusions are be identified regarding effective and efficient maintenance of these roads and associated assets, and continuous improvement actions (C.I.A's) for the future are presented.

In summary, being aware of and successfully maintaining vital assets forms the cornerstone of asset management, which is a strategic approach to planning and managing investment over the whole life of the asset so as to ensure better value for money. For example, sufficient capital investment in highway assets – for instance, timely resurfacing or reconstruction of the carriageway, rather than continued patching – can achieve both a smoother ride and less traffic disruption, and do so at a lower total cost.

A key part of the HAMP linking through to the overarching Mayoral Policy framework and context, summarises the framework of London Mayoral plans and strategies which set the high-level context for the decisions TfL makes in the management of its assets - and the way it expects boroughs to do the same, reflecting the fact that boroughs are the recipients of significant annual TfL Funding. The part of the HAMP will connect these high level commitments to strategies issued by TfL and other locally agreed (borough) aspirations and also to the individual guidance and contractual documents which serve to implement such strategies.

Traffic Signal Removal

TfL's objective of this initiative is to reduce congestion and associated delays through the removal of /modification to inefficient/ineffective and or outdated traffics signals

Brent shares TfL's aspirations to reduce congestion on our network where it can be undertaken in a safe practical and cost effective manner without undue negative impact on more vulnerable road users or more sustainable modes of transport. However, TfL accept:

- **That the borough were free to look at any sites they wanted to and those selected were not set in location or number**
- **That there was a need for design and consultation of any location and that the intention was that the proposals offered real benefits**
- **That if the community/authority did not support any specific proposal that TfL would not force through the removal of the signals**
- **That the processes around traffic signals were going to make it far more difficult to install new sets of traffic lights.**

TfL have suggested that they will look more favourably on future signal schemes on those authorities who were supportive of this initiative and that a one in/one out type of initiative may exist. Essentially, the Mayor/TfL are looking for no future growth in the number of traffic signals.

Prior to discussions with the Greater London Local Authorities, TfL has identified, and put into the public domain, 145 sites within London for consideration for removal. 7 of these were within Brent, 6 on borough roads the other on the TRLN.

The original full list of TfL published sites is listed below. 28/190 is actually the junction of Neasden Lane North/Blackbird Hill/Quainton Street and Braemar Avenue.

- **Willesden Lane - The Avenue - Cavendish Road**
- **Brondesbury Park / Sidmouth Road**
- **Brondesbury Park / The Avenue**

- **Fleet water Business Centre (formerly Brentwater Estate) Northbound**
- **Brondesbury Park by Christchurch Avenue (Pelican)**
- **Coles Green Road / Crest Road / Oxgate Lane**
- **Neasden Lane / Quainton Street / Braemar Avenue**

The Way Forward

In light of the above, Brent:

- **Will be supportive of the initiative by identifying a reduced list of potential sites where removal of the signals offer real benefits through either reduction in congestion with minimal negative impacts or the opportunity for real improvements through the introduction of alternative measures.**
- **Will seek funding from TfL to undertake investigations and design and if a viable scheme is developed undertake public consultation.**
- **Subject to the outcomes of the consultation seek funding from TfL to implement the schemes**

An initial investigation has identified 3 potential sites (half of the originally proposed 6 borough sites). These are listed below. In specific regards to the Blackbird Hill/Neasden Lane/Quainton Street junction; this is a known congestion black-spot along the route. However the signals contain necessary pedestrian facilities and assist traffic exiting the side roads. What would be considered at this location would be a simplification to the existing staggered crossing roads signalisation to a similar signalled T junction with the aim of achieving a more efficient arrangement maintaining pedestrian facilities.

			PROPOSED SITES	
Junction	Borough	28/190	Neasden Lane / Quainton St / Braemar Av	Existing staggered crossroads, possible reduction to a signalled T-junction
Junction	Borough	28/138	Abbey Road / Bestway	Signalled T- junction servicing an industrial area. Possible conversion to priority arrangement.
Pelican	Borough	28/183	Stag Lane nr Grove Park	Pelican crossing possible conversion to Zebra.

Section 3: Delivery Plan 2011-2014

3.1 Local Implementation Plan Funding for 2011/12 to 2013/14

All London boroughs receive a fixed block of capital funding from Transport for London (TfL) on an annual basis. This financial support is made available through section 159 of the GLA Act. The funding is allocated to two key themes/groups of projects including Corridors & Neighbourhoods and Smarter Travel. Annual funding is also received for highways and structural (bridges) maintenance, and a fund for 'Major Schemes' exists whereby boroughs can bid for funding to progress projects costing in excess of £1million.

The amount of funding allocated to each borough is determined through a funding 'formula' that uses a number of metrics to establish 'need' on a consistent basis across all 33 London boroughs. The funding is provided to boroughs to deliver schemes that address key Mayoral objectives[6] which reflect local priorities.

Previously, separate allocations were made for these two programmes: *'corridors/neighbourhoods'* and *'smarter travel'*. This division of funding supported the delivery of infrastructure improvements (e.g. bus stop accessibility & public realm improvements would be funded from corridors & neighbourhoods), whilst behavioural change activities (e.g. road safety education) and other sustainable transport (softer measures) would receive funding from the smarter travel. However, in order to provide greater flexibility and local accountability, it is proposed to provide a single 'block grant' for formula funding, to be renamed 'Corridors, Neighbourhoods and Supporting Measures', commencing in the 2011-2012 financial year.

TfL advised boroughs of their settlement on 4th November 2010, having advised the Chair of London Council's on 3rd November. Following the Spending Review 2010 (SR10) the overall support available to boroughs through the LIP process has been reduced to reflect the new profile of the "General Grant" TfL receives from DfT. This equates to an overall (London-wide) reduction in LIP funding of **£4.0m (-3%)** in 2011/12, **£8m (-5%)** in 2012/13 and **£18m (-12%)** in 2013/14. The implications for Brent are as follows:

- **There is a (London-wide) LIP Capital Funding decrease of £4m (-3%) for 11/12, £8m (-5%) for 12/13 and £18m (-12%) for 13/14 on pre-CSR allocations (of £150m pa for 3 years)**
- **However, for Principal Road Maintenance – there is no decrease (c£15m p.a. London-wide)**
- **Bridges – re-profiled to avoid 2012 (Olympics) and reduced**
- **Major Schemes – slightly lower increase than envisaged**
- **Discretionary funding – no change**
- **As summarised below, the implication for Brent is an 11% decrease in funding for 2011/12, 14% decrease for 2012/2013 and 23% decrease for 2013/14 (based on the 2010/11 as a base-line).**

In respect of the first year of the LIP-2 programme (2011-2012), Brent, in consultation with TfL, will need to review the 2011/12 programme to identify reductions of c£120k in Corridors/Neighbourhoods and Smarter Travel, so as to adjust the programme to the revised allocation. The review will need to encompass the 12/13 and 13/14 programme – particularly since schemes span financial years. That analysis will need to be completed by the end of December 2010.

[6] See Appendix one for a table demonstrating the LIP-2 Mayoral Objectives and Goals.

Brent LIP-2 Funding Summary

Funding source	2011/12 £	2012/13 £	2013/14 £	Total £
Integrated Transport (Corridors, neighbourhoods and Smarter Travel excluding Maintenance				
LIP Allocation (Needs-based formula)	2,711k	2,600k	2,229k	7,540k
Third Party Sources				
Developer Contributions	525k	499k	366k	1,390k
Total		**3,099k**	**2,595k**	
Maintenance				
LIP Allocation	591k	788k	788k	2,167k
Council Capital/revenue Funding	3,000k	3,500k	3,500k	10,000k
Total	3,591k	4,288k	4,288k	12,167k
Major Schemes				
Harlesden Town Centre: • LIP Major Scheme funding • Developer contributions* • Council funding		1,500k 150k	1,500k 150k 0	3,000k 300k 0
Total		1,650k	1,650k	3,300k
Grand Total	**6,827k**	**9,037k**	**8,533k**	**24,397k**

indicative.

3.2 Major Schemes

The Major Schemes programme supports larger projects (of more than £1m in value) which meet the principles of the Mayor's *Better Streets* agenda. Funding is awarded through a competitive bidding process. Following SR10 it is proposed to support a slightly smaller increase in funding in 2012/13 and 2013/14 than was previously announced (to £26m in 2011/12 and then £27m in the following two years). This will enable all the current committed Major Schemes to be progressed, together with support for a limited number of new schemes, TfL stated at the time.

Harlesden Town Centre

The focus of the Harlesden Town Centre major scheme is to provide a dramatically improved pedestrian environment with reduced road danger whilst facilitating improvements for all other road users. To help achieve this, significant changes are expected to be made to the strategic movement of traffic; Harlesden controlled parking zones, parking enforcement, and the public realm.

Options for the scheme are being developed alongside the public group 'Harlesden Town Team 2010' to ensure the scheme provides maximum benefit for the local community. Transport for London provide scheme input and are kept up to date via regular Strategic Working Group meetings.

Over the next 6 months, preferred options will be refined and transport models validated. Full public consultation will be undertaken for multiple options directly following the summer 2011 holidays and a decision on the scheme will be made in November 2011.

The detailed design process is currently underway, and the procurement strategy is under development for the selected scheme, however it is anticipated that the Bid-Build process will be used. From this the lead in to implementation is 8 months with the scheme programmed to commence after the Paralympics, in September 2012. Duration of the build is 18 months with completion in March 2014.

The original "Step 1" funding application for Harlesden town centre was submitted to Transport for London (TfL) in 2006/07. This was under the former "Area Based Schemes" funding banner, which TfL have since amended to "Major Schemes" (schemes costing £1million or over).

In a letter dated 16th December 2010, following a series of presentations and meetings throughout 2009/2010 TfL made a "provisional allocation" of £1,500,000 for 2012/13 and a further £1,500,000 for 2013/14, making a total of £3million.

This will go towards a total project cost of £4million, which will be made up by additional funding from the annual TfL funding application and Section 106 (local developer) contributions.

In the shorter-term, TfL have agreed to contribute £340,000 of funding for Station Road, a key gateway to Harlesden from the Willesden Junction area for a "quick win" project, made up with a further £90,000 of Section 106 and TfL LIP funding. This will improve the urban realm along this entrance to Harlesden town centre during the 2011-12 financial year, and is separate to the aforementioned £4million.

Other Potential Major Schemes.

Potential major schemes bidding for funding include;

- **Kingsbury town centre;**
- **Preston Road district centre;**
- **Kensal Rise district centre.**

Two of the above are likely to feature during "LIP-3" (or at least beyond the completion of Harlesden Town Centre in Brent which will span this LIP-2)

Whilst not funded by Brent, London Borough of Harrow's Stanmore to Thames Greenway Major Scheme receives full support from Officers at Brent. This is a scheme identified by SUSTRANS that runs along the Belmont Trail from Stanmore through the boroughs of Harrow, Brent and Ealing and to the Thames.

Brent fully supports the scheme as it will help achieve a number of its own key objectives, such as improving the physical and living environment, reducing social exclusion, improving conditions for cyclists and pedestrians, and improving accessibility of the public transport network for everyone.

Borough 'discretionary' budget: Since 2009/10, £100k/borough through the LIP settlement for use at their discretion on transport projects, provided the use is in accordance with section 159 of the GLA Act. The discretionary budget has proved very popular with the London boroughs and it is proposed to retain the discretionary funding at the current level.

The following table presents how the majority of TfL LIP-funding will be invested over the lifetime of LIP-2. This will be reported to the February 2011 Highways Committee in advance of the 2011-2012 financial year and is based on the latest (post Comprehensive Spending Review) settlement/letter that Brent Council has received from Transport for London.

3.3 Prioritisation of Interventions

The borough has a sound and robust transport planning methodology. The starting point is always "Stats-19" data which highlights sections of the borough's highway network where clusters of personal injury accidents are occurring. Officers analyse the type of accidents and assess whether a physical intervention could reduce road danger at the location, in line with the boroughs Road Danger Reduction plan. Where evidence suggests this could be achieved, an entry is

made in the Local Implementation Plan (LIP) Funding Application so that work can be undertaken in the following financial year. In a busy London borough such as Brent, the highways network faces many additional pressures from year to year, for example, the opening of a new educational Academy, the regeneration of a pocket of land, and so on.

"Network gaps" are considered next. Officers identify locations on the highways/footway network where, for example, a bus priority or local cycling intervention could improve the efficiency of the highways network. Pedestrian desire lines are identified and often this can be something as simple as the removal of pedestrian guard-railing to facilitate a safer pedestrian movement. Officers also tour the Council's five local area consultative forums, whereby the gain a good understanding of local problems and aspirations, as well as feedback and requests from democratically elected members – the Councillors. In some instances petitions arrive at the Council, where a group of residents are making a request and these are investigated, often using the "Stats-19" data the Council receives from the Metropolitan Police.

Urban Realm improvements now feature heavily, as do the Mayor's high-profile outputs, including:

- **Cycle superhighway schemes;**
- **Cycle parking;**
- **Electric vehicle charging points;**
- **Better Streets;**
- **Cleaner local authority fleets;**
- **Street trees.**

Officers strive to integrate these Mayoral objectives/aspirations into the transport planning methodology it has adopted.

3.4 Levels of Risk and Uncertainty

The greatest risks associated with determining whether the LIP-2 objectives will be achieved in the current economic climate is whether the levels of funding required will be available to implement the schemes proposed. Other factors that will increase risk and uncertainty in achieving the outputs of the LIP-2 include major transport developments in neighbouring boroughs. Brent will participate in inter-borough working with neighbouring boroughs to better address and plan for impacts that might arise. Potential developments outside the borough which may affect the outcomes of the LIP-2 over the implementation period include:

- **Camden – A5 corridor scheme**
- **Ealing – Willesden Junction improvement**
- **Barnet – Brent Cross and Cricklewood Town Centre**
- **Harrow – Northolt station access improvements**
- **All Neighbouring Boroughs – there is a continued need for Brent to liaise with surrounding Boroughs regarding the implementation of Controlled Parking Schemes**
- **Crossrail (Construction works over LIP-2 period)**
- **Effect of removal of Western Extension of the Congestion Charging Scheme**
- **Change in Political Leadership**

Internal Risk Management and Mitigation

Brent Council's Transportation Service Unit's project control system allows for the in-built monitoring of cost over runs and under spend on a monthly basis. A comparison of actual spend against budget for each stage of a project (Assessment/Feasibility, Consultation/Interim Measures, Design, and Implementation) is made, which monitors the spend pattern. The Project control mechanism highlights projects at risk of potential cost over runs by a "traffic light" system. Projects highlighted **Green** suggest that there is no imminent risk likely. Projects highlighted **Amber** have been identified "potentially at risk", and projects highlighted **Red** are "at risk".

When risks have been identified, Brent aim to mitigate these as early in the financial year as possible

Risk Register

The table below sets out the primary risks, level and mitigating measures for the delivery Brent's LIP-2 programme.

Risk	Level	Mitigating Measure	Impact if not Mitigated
Further funding cuts	Med	Funding reprioritised and	Schemes will be

from TFL or Council's own resources to LIP allocation		schemes will be either be scaled down or deferred until full funding can be found. Lower cost solutions found where possible	delayed or won't be implemented
Lack of skilled staff resources to effectively plan and deliver the LIP programme	Low	Use agency staff, charged direct to individual projects.	LIP delivery period delayed or extended or projects not delivered
Environmental Impacts – weather and other environmental issues impacting on the delivery of schemes	Low	Reschedule works around the issue	Projects delayed, LIP-2 delivery period potentially delayed
Alterations to the project scope	Low	Project Management procedures in place to allow changes in scope to be managed	Scheme or LIP-2 objectives will not be delivered
Schemes do not receive public support at consultation stage or local support is withdrawn at a later stage	Med	All schemes will involve full public engagement at the earliest possible stage. Only schemes with local support will be considered	Schemes may be delayed until support gained, or may not go ahead at all. Impact depends on scheme objectives
Increases in scheme of programme costs	Med	Project Management procedures in place to keep effective control of project costs. Where cost increases are unavoidable, change project scope or reprioritise funding from other projects or programmes	Aspects of the LIP programme not delivered due to spending cuts due to overspend

3.5 Delivering the Mayor's High Level Outputs

Evidence is required that the Mayor's High Level Outputs will be supported at a local level through the delivery of the LIP-2. These being Cycle Superhighway schemes, Cycle Parking, Electric Vehicle Charging Points (EVCP's), 'Better Streets', Cleaner Local Authority (vehicle) fleets, and Street trees.

The following table summarises how each of these outputs will be delivered through Brent's LIP-2.

Output	**Action**
Cycle Superhighways	Confirm alignment of Routes 10 or 11 and support these by improving access with physical measures integrated into Corridors & Neighbourhoods schemes. The Council will also avail of the additional funding at that time to promote "softer" measures such as cycle training, safety and security events, and workplace and residential travel plans and measures, to augment the take-up of the Cycle Superhighway route at both the home and destination ends, as well as within a mile each side of the route.
Cycle Parking	Improved Cycle parking both in terms of location (to include residential) and type of parking (more innovation and higher security); Brent's Biking Borough programme has allocated approximately £10k/annum for the LIP2 period to install 400 (predominantly on-street) cycle parking spaces. These will be basic "Sheffield" type stands and be located on footways where permits, often replacing existing pedestrian guard-railing space. Consultation with key groups and organisations has already begun, and this will be taken further throughout 2011-2014. Will include: **2011/2012:** 50 **2012/2013:** 150 **2013/2014:** 200

Electric Vehicle Charging Points	In 2010-2011, Brent Council have introduced Electric Vehicle Charging Points (EVCPs) at two off-street (Council Car park) locations. These car parks are located in Harlesden and Wembley. Two more are planned to be installed this financial year. Brent's target provision of electric vehicle charging points is 8 by 2013/2014. EVCP provision in new local business and residential developments is a key element of Brent's development control process.
'Better Streets'	With all Corridors & Neighbourhoods schemes and the Harlesden Major Scheme, Brent will increase the permeability of the streets, reduce street furniture, and improve traffic management, including increasing safety and desirability for cyclists and pedestrians alike. The Better Streets principles outlined in the Brent Placemaking Guide will be applied in all Urban Realm schemes.
Cleaner Local Authority Vehicle Fleets	Brent Council is working towards a cleaner vehicle fleet. This incorporates both vehicles owned (and operated) directly by the Council and those of it's contractors, for example – Veolia. In August 2011 a report is set to be considered by Brent's Executive Committee which presents clear plans as to the shape the future vehicle fleet will take. If approved, this will see a strong shift towards Euro IV vehicles across the board, as well as increased trials of non-fossil fuelled vehicles such as petrol and diesel.
Street Trees	Brent tries to integrate street tree planting with any Corridors & Neighbourhoods schemes and public realm improvements, pavement build-outs, pedestrian improvement schemes etc. to plant as large a tree as possible with as many varieties as possible. Brent has seen a significant loss of large trees in the borough due to subsidence damage claims. The borough is currently aiming to plant at least **20** trees annually over the LIP-2 period.

3.6 Programme of Investment Table

	Programme areas	Funding source	Ongoing scheme?	Funding (£,000s)*				MTS goals					Brent LIP objectives
				2011/12	2012/13	2013/14	Total	Econ. devt and pop growth	Quality of life	Safety and security	Opportunities for all	Climate change	
Corridors and Neighbourhoods	**CO - A5 Corridor, integrated transport interventions** Road danger reduction and urban realm improvements, addressing parking/loading/unloading issues.	LIP allocation	✓	90	50	200	340	✓	✓	✓	✓	✓	1, 2, 4, 5, 6, 8, 9.
	CO - Blackbird Hill – Neasden Lane North - Tanfield Avenue - Crest Road Bus priority led interventions including LCN gaps and road danger reduction measures.	LIP allocation	✓	120	20	0	140		✓	✓		✓	2, 4, 5, 6, 8, 9
	CO - Chamberlayne Road (Kensal Rise) STC Road danger reduction led, bus and cycling.	LIP allocation	✓	90	100	0	190		✓	✓		✓	2, 4, 5, 8, 9.
	CO - Chichele Road (From Melrose Avenue to Cricklewood Broadway) Road danger reduction interventions.	LIP allocation		15	80	0	95		✓	✓			2, 4, 5, 8, 9.
	CO - East Lane, St. Augustines Ave area / Preston Rd end. Road danger/congestion reduction interventions.	LIP allocation	✓	73	0	0	73		✓	✓			2, 4, 5, 8, 9.
	CO - Ealing Road (north) - from Bridgewater Rd to High Rd, Wembley inc. High Rd Wembley Jctn with Lancelot Rd. Road danger/congestion reduction interventions.	LIP allocation	✓	20	150	150	320	✓	✓	✓		✓	2, 4, 5, 8, 9.
	CO - Harlesden Town Centre Major Scheme Supporting LIP funding for Brent's sole LIP-2 "Major Scheme" – Urban Realm and Road Danger Reduction improvements.	LIP allocation	✓	150	0	400	550	✓	✓	✓	✓	✓	1, 2, 3, 4, 5, 6, 8, 9, 10
	CO - Harrow Road, Wembley (from Tring Avenue to Point Place)	LIP allocation	✓	90	0	0	90		✓	✓			2, 4, 5, 8, 9.
	CO - Park Lane - Wembley Park Drive Pedestrian-led improvement in town centre	LIP allocation	✓	90	0	0	90		✓	✓			2, 4, 5, 8, 9.

	location.												
	CO - High Rd Wembley - Wembley Hill Rd - Empire Way - Bridge Rd; Olympic 2012 Interventions, Road Danger Reduction and Urban Realm improvements	LIP allocation		585	40	0	625	✓	✓	✓	✓		2, 4, 5, 8, 9.
	CO - Wembley Area (Olympics 2012) Legible London Pedestrian Way finding Intervention Signage rationalisation and upgrades at part of the Olympic corridor improvements.	LIP allocation		30	10	0	40	✓	✓		✓		1, 2, 6, 8.
	CO - Willesden Green STC (High Rd Willesden - Willesden Lane Jctn - Walm Lane) Walking led urban realm improvements along a busy town centre corridor	LIP allocation	✓	165	215	30	410	✓	✓	✓	✓	✓	2, 4, 5, 8, 9.
	CO - Kenton Road - Orchard Grove - Preston Hill Road danger reduction interventions	LIP allocation		20	80	0	100		✓	✓			2, 4, 5, 8, 9.
	CO - High Road, Willesden - Brenthurst Road - Cobbold Road Road danger reduction interventions	LIP allocation		25	90	0	115		✓	✓			2, 4, 5, 8, 9.
	CO - Dudden Hill Lane - Burnley Road - Chapter Road Road danger reduction interventions	LIP allocation		30	90	0	120		✓	✓			2, 4, 5, 8, 9.
	CO - Preston Road - Elmstead Avenue Road danger reduction interventions	LIP allocation		0	50	0	50		✓	✓			2, 4, 5, 8, 9.
	CO - Bus Stop Accessibility Programme Ensuring bus user accessibility to Brent's bus stops continues to improve.	LIP allocation		90	80	80	250		✓	✓	✓		2, 6, 8, 9.
	CO/NH - Design/consultation funding for future year Corridor & Neighbourhoods projects A small element of funding for preliminary design work for future year's schemes.	LIP allocation		45	50	50	145	✓	✓	✓	✓		2, 4, 5, 8, 9.
	NH – Greenhill Park Area Neighbourhood scheme	LIP allocation		0	30	200	230		✓	✓	✓		2, 4, 5, 8, 9.
	NH - Cairnfield Avenue Area Speed reduction and road danger reduction measures/traffic calming/20mph speed limit.	LIP allocation	✓	180	0	0	180		✓	✓			2, 4, 5, 8, 9.

NH - Mora and Temple Road Area Speed reduction and road danger reduction measures/traffic calming/20mph speed limit.	LIP allocation	✓	145	0	0	145		✓	✓			2, 4, 5, 8, 9.
NH - Sudbury and Harrow Road (Small Town Centre Area) Measures to accommodate changes to bus use/vehicle types coupled with pedestrian improvements/desire-line interventions.	LIP allocation	✓	95	100	0	195	✓	✓	✓	✓		2, 4, 5, 8, 9.
NH - Rugby Avenue - Sudbury Avenue - Harrowdene Road Area Speed reduction and road danger reduction measures/traffic calming/20mph speed limit.	LIP allocation		30	250	0	280		✓	✓			2, 4, 5, 8, 9.
NH - Donnington Road - Peters Avenue - Holland Road Area Speed reduction and road danger reduction measures/traffic calming/20mph speed limit.	LIP allocation		30	190	0	220		✓	✓			2, 4, 5, 8, 9.
NH - Chevening Road - Harvist Road Area - merge TMO with Aylestone Avenue Area ZO Speed reduction and road danger reduction measures/traffic calming/20mph speed limit.	LIP allocation		0	30	180	210		✓	✓			2, 4, 5, 8, 9.
NH - Car Clubs – TMOs, signs and lines Continued development of the Council's car club programme	LIP allocation		15	15	15	45	✓	✓		✓	✓	2, 5, 6, 8.
NH - Future of Electric Vehicle Charging Points (EVCPs) and Car Clubs in Brent – Study Development of a strategy for the future development of electric vehicle charging points in Brent.	LIP allocation		15	0	0	15	✓	✓		✓	✓	2, 5, 6, 8.
NH - Installation of Electric Vehicle Charging Points (EVCPs) Continued development of the Council's Electric Vehicle Charging Points.	LIP allocation		30	30	30	90	✓	✓		✓	✓	2, 5, 6, 8.
NH - Environmental health initiatives Air quality monitoring across Brent.	LIP allocation		10	10	10	30	✓	✓			✓	2, 6.
NH - Urban Realm / Street Trees Increasing the number of street trees.	LIP allocation		10	10	10	30	✓	✓			✓	2, 6.
NH - Parking and general waiting & loading	LIP		30	30	30	90	✓	✓	✓		✓	2, 4, 5.

	reviews Interventions to ensure the smooth, safe and efficient operation of the highway network re: parking, loading & unloading.	allocation											
	LIP-2 Policy: Studies/policy development for sustainable transport improvements Brent-wide.	LIP allocation		10	5	0	15	✓	✓		✓	✓	6, 8.
	N&C Wembley Regeneration - Wembley Park Urban realm, pedestrian accessibility and road danger reduction benefits linked to 'North End Road' proposal/opening up regeneration area.	LIP allocation		0	0	35	30	✓	✓	✓	✓		1, 2, 4, 5, 6, 8, 9.
	N&C Wembley Regeneration - Wembley Triangle - Placemaking& urban realm. Linked to widening of over-bridge/nr Wembley Stadium station. Capacity improvement led intervention.	LIP allocation		0	0	50	50	✓	✓	✓	✓	✓	1, 2, 4, 5, 6, 8, 9.
	N&C Wembley Regeneration – Engineers Way and Civic Centre area urban realm improvements.	LIP allocation		0	300	300	600	✓	✓	✓	✓	✓	1, 2, 4, 5, 6, 8, 9.
	N&C - School Travel Plans (engineering measures) Road Danger Reduction & Urban Realm improvements in the immediate vicinity of schools.	LIP allocation		150	280	270	700			✓		✓	2, 5, 6, 8, 9.
	SM - Policy: Development, progress monitoring & LIP Annual Report	LIP allocation		20	0	0	20	✓		✓	✓	✓	1, 2, 3, 4, 5, 6, 7, 8, 9, 10.
	SM - School Travel Plans (non-eng' measures) Funding for softer measures, such as resources, equipment and events.	LIP allocation		25	25	25	75			✓	✓	✓	6, 9.
	SM - *"Bike It"* project, Sustrans/Brent Strengthening links between Brent's Sports Service, Primary Care Trust and Highways Authority – training led programme.	LIP allocation		30	30	30	90			✓	✓	✓	6, 8, 9.
	SM - Policy development of Brent *Biking Borough* project Brent has secured Biking Borough status and this fund affords a contingency/development pot for any linked activities or the development of a bespoke 'strategy' to continue/develop such	LIP allocation		10	0	0	10		✓	✓	✓		6, 8, 9.

	activities beyond 2014.													
	SM - Transport policy & travel awareness programme Ongoing attendance at key events across the borough, promoting travel awareness, information and supporting material.	LIP allocation		10	10	10	30			✓	✓	✓	6, 9.
	SM - Education, Training & Publicity (ETP) initiatives Road Danger reduction (softer) measures.	LIP allocation		20	20	20	60			✓	✓		6, 9.
	SM - Adult & child cycle training programme Continuing the programme of free adult and child cycle training across the borough.	LIP allocation		60	70	70	200			✓	✓	✓	6, 8, 9.
	SM - West-sub region Travel Planners Direct support to Ealing as lead borough of the WestTrans partnership for business travel plan support.	LIP allocation		18	20	20	58	✓			✓	✓	6
	SM - Workplace Travel Plans – Brent-wide Brent officer support for workplaces travel advice, materials, events.	LIP allocation		10	10	10	30	✓			✓	✓	6
	SM - School Buses Escort Programme Continued support for addressing anti-social behaviour on key bus routes in Brent.	LIP allocation		30	30	30	90		✓	✓	✓		8, 9.
Integrated transport total				**2,711**	**2,600**	**2,229**	**7,540**							
Maintenance	**RO - A4089 Wembley Park Drive(from Park Lane to Elmside Road)**	LIP allocation		130	0	0	130		✓	✓			2, 4, 6, 8, 9.
	RO - A404 Watford Road (Hospital exit to Golf course entrance)	LIP allocation		120	0	0	120		✓	✓			2, 4, 6, 8, 9.
	RO - A4003 Willesden Lane (from Mapesbury Road to Cavendish Road)	LIP allocation		83	0	0	83		✓	✓			2, 4, 6, 8, 9.
	RO - A4005 Bridgewater Road (from Cemetery to Clifford Gardens)	LIP allocation		90	0	0	90		✓	✓			2, 4, 6, 8, 9.
	RO - A4089 Ealing Road(Mount Pleasant to Stanley Avenue)	LIP allocation		167	0	0	168		✓	✓			2, 4, 6, 8, 9.
	BR - Twybridge Way (1) over Canal Feeder (B49)	LIP allocation		20	t.b.c.	0	20		✓	✓			4.
	BR - Twybridge Way (2) over Canal Feeder (B50)	LIP allocation		20	t.b.c.	0	20		✓	✓			4.
							0						

Carriageway Maintenance				**590**	**788#**	**788#**	2166						
Bridge Maintenance				**40**	**t.b.c**	**t.b.c**	40						
Maintenance total				**630**	**788#**	**788#**	2206						
Major Schemes	**MS - Harlesden Town Centre** Brent's LIP-2 sole "Major Scheme" – significant redevelopment of Harlesden Town Centre.	TfL MAJOR SCHEME			1,500	1,500#	3,000#	✓	✓	✓	✓	✓	1, 2, 3, 4, 5, 6, 8, 9, 10.
		Developer			100	100	200						
		LIP allocation		150		400	550						
	Northwick Park Station	LIP allocation		190	0	0	190	✓	✓	✓	✓		1, 2, 3, 4, 5, 6, 8, 9, 10.
	Station Road Harlesden FY 2011-2012	LIP allocation		340			340	✓	✓	✓	✓		1, 2, 3, 4, 5, 6, 8, 9, 10.
Major Scheme total				**680**	**1,600**	**2,000**	**4,280**						

 # Indicative funding only.

All schemes presented above will be completed over the lifespan of LIP-2 (i.e. – by 2014).

3.7 The Borough's Objectives and how the LIP-2 Delivery Plan facilitates the delivery of these Objectives and improves Brent's local Environment.

Overall Approach	**Relevant Initiatives** **(See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)**	**Timescales**	**MTS Goals**	**Environmental Areas**								
				Biodiversity	**Population & Human Health**	**Soil & Water**	**Air Quality**	**Climate**	**Material Assets**	**Cultural Heritage**	**Townscape**	**Noise**
OBJECTIVE 1: FACILITATING REGENERATION.												
i). Preferred LIP-2 policies												
Improve Access to Services and Amenities for all People	• Integrated " Sustainable" Transport Interventions • Dial-a-Ride • Station Improvements • Community Transport • Harlesden Town Centre Major Scheme • Bus Stop Accessibility Programme • Small Town Centre Area Improvements	Ongoing	2		+				+	+	+	
Ensure Integration of Public Transport into Regeneration Areas	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	1, 4		+		+	+	+	+	+	+
Corridor Improvements	• Congestion Reduction Interventions • Wembley / Ealing Orbital Bus Service Improvements • High Rd Wembley - Wembley Hill Rd - Empire Way - Bridge Rd • Parking, Waiting & Loading Reviews • Road Maintenance Schemes	Ongoing	4, 6	+	+	+	+	+	+	+	+	+
Maximise Existing Road Network Capacity	• Congestion Reduction Interventions • Improved Signal Timing/Phasing • Car Clubs • Parking, Waiting & Loading Reviews • School & Workplace Travel Plans • School Bus Escort Programme • Road Maintenance Schemes	Ongoing	1		+		+	+	+		+	+

Overall Approach	**Relevant Initiatives** **(See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)**	**Timescales**	**MTS Goals**	**Environmental Areas**								
				Biodiversity	**Population & Human Health**	**Soil & Water**	**Air Quality**	**Climate**	**Material Assets**	**Cultural Heritage**	**Townscape**	**Noise**
Promotion of Walking and Cycling	• Harlesden Town Centre Major Scheme • Wembley Area (Olympics 2012) Legible London Pedestrian Way Finding Intervention • A5 Cycle Superhighway • Small Town Centre Area Improvements • School & Workplace Travel Plans • 'Bike It' and 'Brent Biking Borough' Projects • Promote cycling through cycle friendly traffic calming schemes, improved cycle sign-ages, review and removal of restrictions and bans on cyclists, increased supply of affordable cycles and further rollout of greenways • Targeted intervention to encourage cycling by distributing information to new home buyers and new employees, allowing GPs to prescribe cycle courses, creating personalized cycle try out schemes, community schemes and rolling out training courses • Improved cycle parking – location (residential areas, interchange stations) and type (innovation and security)	Ongoing	2, 4, 5, 6		+		+	+	+	+	+	+
ii). Alternative LIP-2 policies												
Corridor Improvements	• Further Bus Priority Measures • Enforcement of Parking/Loading Restrictions • Removal of On Street Parking Bays in Favour of Buses and Cyclists on Key Routes	Ongoing	4		+						+	-
Promotion of Walking and Cycling	• Pedestrian and Cycle Priority at Junctions • Increased Cycle Parking at Stations • Alternative Route for Cycle Superhighway	Ongoing	2, 4, 5, 6		+		+	+	+			
Increase Road Network Capacity	• Congestion Reduction Interventions • Physical Widening of Principal Roads • Remove Traffic Calming	2012	1, 4	-	-	-	-	-	-	-	-	-
Improve Access to Services and Amenities for all People	• Improved Transport Information – General and Targeted	Ongoing	2, 4		+					+		
OBJECTIVE 2: BETTER STREETS & PLACEMAKING.												
i). Preferred LIP-2 policies												
Demand Management	• Controlled Parking Zone Expansion • More Effective Parking Enforcement Measures • Restrictions on Car Ownership in new Housing Developments	Ongoing	4		+		+	+		+	+	

Overall Approach	**Relevant Initiatives** **(See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)**	**Timescales**	**MTS Goals**	**Environmental Areas**								
				Biodiversity	**Population & Human Health**	**Soil & Water**	**Air Quality**	**Climate**	**Material Assets**	**Cultural Heritage**	**Townscape**	**Noise**
Improving the Urban Realm and Developing 'Better Streets' Initiatives	• Shared Space • Road Danger Reduction Interventions • Harlesden Town Centre Major Scheme • Wembley Area (Olympics 2012) Legible London Pedestrian Way Finding Intervention • Bus Stop Accessibility Programme • Small Town Centre Area Improvements • Electric Vehicle Charging Points • Parking, Waiting & Loading Reviews • Planting & Maintenance of Street Trees	Ongoing	1, 2, 3	+	+	+	+	+	+	+	+	+
Corridor Improvements	• Congestion Reduction Interventions • Wembley / Ealing Orbital Bus Service Improvements • High Rd Wembley - Wembley Hill Rd - Empire Way - Bridge Rd • Parking, Waiting & Loading Reviews • Road Maintenance Schemes	Ongoing	4, 6	+	+	+	+	+	+	+	+	+
Promotion of Walking and Cycling	• Harlesden Town Centre Major Scheme • Wembley Area (Olympics 2012) Legible London Pedestrian Way Finding Intervention • A5 Cycle Superhighway • Small Town Centre Area Improvements • School & Workplace Travel Plans • 'Bike It' and 'Brent Biking Borough' Projects • Promote cycling through cycle friendly traffic calming schemes, improved cycle sign-ages, review and removal of restrictions and bans on cyclists, increased supply of affordable cycles and further rollout of greenways • Targeted intervention to encourage cycling by distributing information to new home buyers and new employees, allowing GPs to prescribe cycle courses, creating personalized cycle try out schemes, community schemes and rolling out training courses • Improved cycle parking – location (residential areas, interchange stations) and type (innovation and security)	Ongoing	2, 4, 5, 6		+		+	+	+	+	+	+
Upgrade and Maintenance of Assets to a Good State of Repair	• Road Danger Reduction Interventions • Road Maintenance Schemes	2013	1, 4		+	+			+		+	+

Overall Approach	**Relevant Initiatives (See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)**	Timescales	MTS Goals	Environmental Areas								
				Biodiversity	Population & Human Health	Soil & Water	Air Quality	Climate	Material Assets	Cultural Heritage	Townscape	Noise
Reducing CO_2 Emissions	• Sustainable Parking Strategy • Harlesden Town Centre Major Scheme • Car Clubs • Electric Vehicle Charging Points • Planting & Maintenance of Street Trees • Parking, Waiting & Loading Reviews • School & Workplace Travel Plans • 'Bike It' and 'Brent Biking Borough' Projects and Cycle Training Programmes	Ongoing	5	+	+	+	+	+	+	+	+	+
Reduce Transport Related Noise	• Electric Vehicle Charging Points • Planting & Maintenance of Street Trees • Road Maintenance Schemes	Ongoing	2		+					+	+	+
Promoting and Facilitating the Use of 'Cleaner' Vehicles	• Harlesden Town Centre Major Scheme • Electric Vehicle Charging Points • School Bus Escort Programme	Ongoing	5	+	+	+	+	+				+
Protect and Improve Air Quality	• Car Clubs • Electric Vehicle Charging Points • Planting & Maintenance of Street Trees • School & Workplace Travel Plans	Ongoing	2	+	+		+	+				
ii). Alternative LIP-2 policies												
Improving the Urban Realm and Developing 'Better Streets' Initiatives	• Adoption of wildlife friendly design into road schemes • Consider Biodiversity on Brownfield Sites as well as Emphasis on Redevelopment	Ongoing	5	+			+	+	+		+	
Corridor Improvements	• Further Bus Priority Measures • Enforcement of Parking/Loading Restrictions • Removal of On Street Parking Bays in Favour of Buses and Cyclists on Key Routes	Ongoing	4		+						+	-
OBJECTIVE 3: SECURING BENEFITS FROM HS2.												
i). Preferred LIP-2 policies												
Increase Public Transport Capacity	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	1		+		+	+				
Ensure Integration of Public Transport into Regeneration Areas	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	1, 4		+		+	+	+	+	+	+
Protect and Improve Air Quality	• Integrated " Sustainable" Transport Interventions	Ongoing	2	+	+		+	+				

Overall Approach	**Relevant Initiatives** **(See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)**	**Timescales**	**MTS Goals**	**Environmental Areas**								
				Biodiversity	**Population & Human Health**	**Soil & Water**	**Air Quality**	**Climate**	**Material Assets**	**Cultural Heritage**	**Townscape**	**Noise**
OBJECTIVE 4: EXCELLENT NETWORK MANAGEMENT.												
i). Preferred LIP-2 policies												
Corridor Improvements	• Congestion Reduction Interventions • Wembley / Ealing Orbital Bus Service Improvements • High Rd Wembley - Wembley Hill Rd - Empire Way - Bridge Rd • Parking, Waiting & Loading Reviews • Road Maintenance Schemes	Ongoing	4, 6	+	+	+	+	+	+	+	+	+
Maximise Existing Road Network Capacity	• Congestion Reduction Interventions • Improved Signal Timing/Phasing • Car Clubs • Parking, Waiting & Loading Reviews • School & Workplace Travel Plans • School Bus Escort Programme • Road Maintenance Schemes	Ongoing	1		+		+	+	+		+	+
Reducing CO_2 Emissions	• Sustainable Parking Strategy • Harlesden Town Centre Major Scheme • Car Clubs • Electric Vehicle Charging Points • Planting & Maintenance of Street Trees • Parking, Waiting & Loading Reviews • School & Workplace Travel Plans • 'Bike It' and 'Brent Biking Borough' Projects and Cycle Training Programmes	Ongoing	5	+	+	+	+	+	+	+	+	+
Speed Management	• 20 mph Zones	2013	3		+				+	+	+	+
Improve Road Safety	• Road Danger Reduction Interventions • Harlesden Town Centre Major Scheme • Parking, Waiting & Loading Reviews • Road Maintenance Schemes • Road Safety Education Schemes	Ongoing	3		+				+		+	
ii). Alternative LIP-2 policies												
Speed Management	• Speed Enforcement Measures	2013	3		+				+	+	+	+
Maximise Existing Road Network Capacity	• Allow High Occupancy Vehicles (HOV) on Bus Lanes	2013	4		+		-	-				-

Overall Approach	**Relevant Initiatives** **(See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)**	**Timescales**	**MTS Goals**	**Environmental Areas**								
				Biodiversity	**Population & Human Health**	**Soil & Water**	**Air Quality**	**Climate**	**Material Assets**	**Cultural Heritage**	**Townscape**	**Noise**
Increase Road Network Capacity	• Congestion Reduction Interventions • Physical Widening of Principal Roads • Remove Traffic Calming	2012	1, 4	-	-	-	-	-	-	-	-	-
Corridor Improvements	• Further Bus Priority Measures • Enforcement of Parking/Loading Restrictions • Removal of On Street Parking Bays in Favour of Buses and Cyclists on Key Routes	Ongoing	4		+						+	-
OBJECTIVE 5: PARKING.												
i). Preferred LIP-2 policies												
Corridor Improvements	• Congestion Reduction Interventions • Wembley / Ealing Orbital Bus Service Improvements • High Rd Wembley - Wembley Hill Rd - Empire Way - Bridge Rd • Parking, Waiting & Loading Reviews • Road Maintenance Schemes	Ongoing	4, 6	+	+	+	+	+	+	+	+	+
Promoting and Facilitating the Use of 'Cleaner' Vehicles	• Harlesden Town Centre Major Scheme • Electric Vehicle Charging Points • School Bus Escort Programme	Ongoing	5	+	+	+	+	+				+
Maximise Existing Road Network Capacity	• Congestion Reduction Interventions • Improved Signal Timing/Phasing • Car Clubs • Parking, Waiting & Loading Reviews • School & Workplace Travel Plans • School Bus Escort Programme • Road Maintenance Schemes	Ongoing	1		+		+	+	+		+	+
Improve Road Safety	• Road Danger Reduction Interventions • Harlesden Town Centre Major Scheme • Parking, Waiting & Loading Reviews • Road Maintenance Schemes • Road Safety Education Schemes	Ongoing	3		+				+		+	
Demand Management	• Controlled Parking Zone Expansion • More Effective Parking Enforcement Measures • Restrictions on Car Ownership in new Housing Developments	Ongoing	4		+		+	+		+	+	
ii). Alternative LIP-2 policies												

Overall Approach	**Relevant Initiatives (See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)**	**Timescales**	**MTS Goals**	**Environmental Areas**								
				Biodiversity	**Population & Human Health**	**Soil & Water**	**Air Quality**	**Climate**	**Material Assets**	**Cultural Heritage**	**Townscape**	**Noise**
Corridor Improvements	• Further Bus Priority Measures • Enforcement of Parking/Loading Restrictions • Removal of On Street Parking Bays in Favour of Buses and Cyclists on Key Routes	Ongoing	4		+						+	-
OBJECTIVE 6: SUSTAINABLE TRANSPORT & THE ENVIRONMENT.												
i). Preferred LIP-2 policies												
Increase Public Transport Capacity	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	1		+		+	+				
Ensure Integration of Public Transport into Regeneration Areas	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	1, 4		+		+	+	+	+	+	+
Increase Public Transport Accessibility for All People	• Integrated " Sustainable" Transport Interventions • Dial-a-Ride • Station Improvements • Community Transport • Bus Stop Accessibility Programme	Ongoing	1, 2, 4		+		+	+	+			
Reducing the Need to Travel	• Harlesden Town Centre Major Scheme • Small Town Centre Area Improvements • Parking, Waiting & Loading Reviews • School & Workplace Travel Plans	Ongoing	1	+	+		+	+			+	+
Promotion of Walking and Cycling	• Harlesden Town Centre Major Scheme • Wembley Area (Olympics 2012) Legible London Pedestrian Way Finding Intervention • A5 Cycle Superhighway • Small Town Centre Area Improvements • School & Workplace Travel Plans • 'Bike It' and 'Brent Biking Borough' Projects • Promote cycling through cycle friendly traffic calming schemes, improved cycle sign-ages, review and removal of restrictions and bans on cyclists, increased supply of affordable cycles and further rollout of greenways • Targeted intervention to encourage cycling by distributing information to new home buyers and new employees, allowing GPs to prescribe cycle courses, creating personalized cycle try out schemes, community schemes and rolling out training courses • Improved cycle parking – location (residential areas, interchange stations) and type (innovation and security)	Ongoing	2, 4, 5, 6		+		+	+	+	+	+	+

Overall Approach	**Relevant Initiatives** **(See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)**	**Timescales**	**MTS Goals**	**Environmental Areas**								
				Biodiversity	**Population & Human Health**	**Soil & Water**	**Air Quality**	**Climate**	**Material Assets**	**Cultural Heritage**	**Townscape**	**Noise**
Increasing Public Transport Mode Share	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	4, 5		+		+	+			+	+
Reducing CO_2 Emissions	• Sustainable Parking Strategy • Harlesden Town Centre Major Scheme • Car Clubs • Electric Vehicle Charging Points • Planting & Maintenance of Street Trees • Parking, Waiting & Loading Reviews • School & Workplace Travel Plans • 'Bike It' and 'Brent Biking Borough' Projects and Cycle Training Programmes	Ongoing	5	+	+	+	+	+	+	+	+	+
Reduce Transport Related Noise	• Electric Vehicle Charging Points • Planting & Maintenance of Street Trees • Road Maintenance Schemes	Ongoing	2		+					+	+	+
Promoting and Facilitating the Use of 'Cleaner' Vehicles	• Harlesden Town Centre Major Scheme • Electric Vehicle Charging Points • School Bus Escort Programme	Ongoing	5	+	+	+	+	+				+
Demand Management	• Controlled Parking Zone Expansion • More Effective Parking Enforcement Measures • Restrictions on Car Ownership in new Housing Developments	Ongoing	4		+		+	+		+	+	
Protect and Improve Air Quality	• Car Clubs • Electric Vehicle Charging Points • Planting & Maintenance of Street Trees • School & Workplace Travel Plans	Ongoing	2	+	+		+	+				
ii). Alternative LIP-2 policies												
Increase Public Transport Capacity	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	1		+		+	+				
Promotion of Walking and Cycling	• Pedestrian and Cycle Priority at Junctions • Increased Cycle Parking at Stations • Alternative Route for Cycle Superhighway	Ongoing	2, 4, 5, 6		+		+	+	+			
OBJECTIVE 7: ORBITAL BUS SERVICES. ***i). Preferred LIP-2 policies***												
Increase Public Transport Capacity	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	1		+		+	+				

Overall Approach	**Relevant Initiatives** **(See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)**	**Timescales**	**MTS Goals**	**Environmental Areas**								
				Biodiversity	**Population & Human Health**	**Soil & Water**	**Air Quality**	**Climate**	**Material Assets**	**Cultural Heritage**	**Townscape**	**Noise**
Increasing Public Transport Mode Share	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	4, 5		+		+	+			+	+
Corridor Improvements	• Congestion Reduction Interventions • Wembley / Ealing Orbital Bus Service Improvements • High Rd Wembley - Wembley Hill Rd - Empire Way - Bridge Rd • Parking, Waiting & Loading Reviews • Road Maintenance Schemes	Ongoing	4, 6	+	+	+	+	+	+	+	+	+
Reduce Crime and the Fear of Crime on the Street and the Public Transport Network	• Integrated " Sustainable" Transport Interventions • Harlesden Town Centre Major Scheme • Small Town Centre Area Improvements • School Bus Escort Programme	Ongoing	2, 3		+					+	+	
Promoting and Facilitating the Use of 'Cleaner' Vehicles	• Harlesden Town Centre Major Scheme • Electric Vehicle Charging Points • School Bus Escort Programme	Ongoing	5	+	+	+	+	+				+
Increase Public Transport Accessibility for All People	• Integrated " Sustainable" Transport Interventions • Dial-a-Ride • Station Improvements • Community Transport • Bus Stop Accessibility Programme	Ongoing	1, 2, 4		+		+	+	+			
Ensure Integration of Public Transport into Regeneration Areas	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	1, 4		+		+	+	+	+	+	+
Increase Public Transport Reliability	• Integrated " Sustainable" Transport Interventions	Ongoing	1		+		+	+				
ii). Alternative LIP-2 policies												
Increase Public Transport Capacity	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	1		+		+	+				
Increase Public Transport Reliability	• Further Bus Priority Measures	Ongoing	4		+		+	+	+		+	+
Corridor Improvements	• Further Bus Priority Measures • Enforcement of Parking/Loading Restrictions • Removal of On Street Parking Bays in Favour of Buses and Cyclists on Key Routes	Ongoing	4		+						+	-

Overall Approach	Relevant Initiatives (See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)	Timescales	MTS Goals	Environmental Areas								
				Biodiversity	Population & Human Health	Soil & Water	Air Quality	Climate	Material Assets	Cultural Heritage	Townscape	Noise
OBJECTIVE 8: AN ACCESSIBLE & INCLUSIVE BOROUGH.												
i). Preferred LIP-2 policies												
Improve Access to Services and Amenities for all People	• Integrated " Sustainable" Transport Interventions • Dial-a-Ride • Station Improvements • Community Transport • Harlesden Town Centre Major Scheme • Bus Stop Accessibility Programme • Small Town Centre Area Improvements	Ongoing	2		+				+	+	+	
Improve Road Safety	• Road Danger Reduction Interventions • Harlesden Town Centre Major Scheme • Parking, Waiting & Loading Reviews • Road Maintenance Schemes • Road Safety Education Schemes	Ongoing	3		+				+		+	
Reduce Crime and the Fear of Crime on the Street and the Public Transport Network	• Integrated " Sustainable" Transport Interventions • Harlesden Town Centre Major Scheme • Small Town Centre Area Improvements • School Bus Escort Programme	Ongoing	2, 3		+					+	+	
ii). Alternative LIP-2 policies												
Full Segregation Of Vulnerable Road Users	• Road Danger Reduction Interventions (Guard Rails, Barriers) • Additional Signal Pedestrian Crossing Points)	2013	3	-	-				-	-	-	
Improve Access to Services and Amenities for all People	• Improved Transport Information – General and Targeted	Ongoing	2, 4		+					+		
OBJECTIVE 9: REDUCING ROAD DANGER												
i). Preferred LIP-2 policies												
Reduce Crime and the Fear of Crime on the Street and the Public Transport Network	• Integrated " Sustainable" Transport Interventions • Harlesden Town Centre Major Scheme • Small Town Centre Area Improvements • School Bus Escort Programme	Ongoing	2, 3		+					+	+	
Improve Road Safety	• Road Danger Reduction Interventions • Harlesden Town Centre Major Scheme • Parking, Waiting & Loading Reviews • Road Maintenance Schemes • Road Safety Education Schemes	Ongoing	3		+				+		+	

Overall Approach	**Relevant Initiatives** **(See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)**	**Timescales**	**MTS Goals**	**Environmental Areas**								
				Biodiversity	**Population & Human Health**	**Soil & Water**	**Air Quality**	**Climate**	**Material Assets**	**Cultural Heritage**	**Townscape**	**Noise**
Promotion of Walking and Cycling	• Harlesden Town Centre Major Scheme • Wembley Area (Olympics 2012) Legible London Pedestrian Way Finding Intervention • A5 Cycle Superhighway • Small Town Centre Area Improvements • School & Workplace Travel Plans • 'Bike It' and 'Brent Biking Borough' Projects • Promote cycling through cycle friendly traffic calming schemes, improved cycle sign-ages, review and removal of restrictions and bans on cyclists, increased supply of affordable cycles and further rollout of greenways • Targeted intervention to encourage cycling by distributing information to new home buyers and new employees, allowing GPs to prescribe cycle courses, creating personalized cycle try out schemes, community schemes and rolling out training courses • Improved cycle parking – location (residential areas, interchange stations) and type (innovation and security)	Ongoing	2, 4, 5, 6		+		+	+	+	+	+	+
Speed Management	• 20 mph Zones	2013	3		+				+	+	+	+
Upgrade and Maintenance of Assets to a Good State of Repair	• Road Danger Reduction Interventions • Road Maintenance Schemes	2013	1, 4		+	+			+		+	+
ii). Alternative LIP-2 policies												
Full Segregation Of Vulnerable Road Users	• Road Danger Reduction Interventions (Guard Rails, Barriers) • Additional Signal Pedestrian Crossing Points)	2013	3	-	-				-	-	-	
Speed Management	• Speed Enforcement Measures	2013	3		+				+	+	+	+
Improve Road Safety	• Free PTW Training	Ongoing	3		+		-	-				-
OBJECTIVE 10: IMPROVING CUSTOMER EXPERIENCES OF THE UNDERGROUND & OVERGROUND RAIL NETWORK. ***i). Preferred LIP-2 policies***												
Increasing Public Transport Mode Share	• Integrated " Sustainable" Transport Interventions • Bus Stop Accessibility Programme	Ongoing	4, 5		+		+	+			+	+
Increase Public Transport Reliability	• Integrated " Sustainable" Transport Interventions	Ongoing	1		+		+	+				

Overall Approach	**Relevant Initiatives** **(See footnote at end of table for further information on Integrated Transport and Congestion Reduction Interventions)**	**Timescales**	**MTS Goals**	**Environmental Areas**								
				Biodiversity	**Population & Human Health**	**Soil & Water**	**Air Quality**	**Climate**	**Material Assets**	**Cultural Heritage**	**Townscape**	**Noise**
Increase Public Transport Accessibility for All People	• Integrated " Sustainable" Transport Interventions • Dial-a-Ride • Station Improvements • Community Transport • Bus Stop Accessibility Programme	Ongoing	1, 2, 4		+		+	+	+			
Reduce Crime and the Fear of Crime on the Street and the Public Transport Network	• Integrated " Sustainable" Transport Interventions • Harlesden Town Centre Major Scheme • Small Town Centre Area Improvements • School Bus Escort Programme	Ongoing	2, 3		+					+	+	
ii). Alternative LIP-2 policies												
Improve Access to Services and Amenities for all People	• Improved Transport Information – General and Targeted	Ongoing	2, 4		+					+		
Increase Public Transport Reliability	• Further Bus Priority Measures	Ongoing	4		+		+	+	+		+	+

Integrated Transport interventions might actually be better defined as "sustainable transport" interventions, and the onus is on improvements to any means of transport with low impact on the environment, and includes walking and cycling, public transport improvements, electric vehicle charging points, car clubs, greener vehicles, Car Sharing, and urban realm improvements and other transport improvements that are fuel-efficient, space-saving and promote healthy lifestyles.

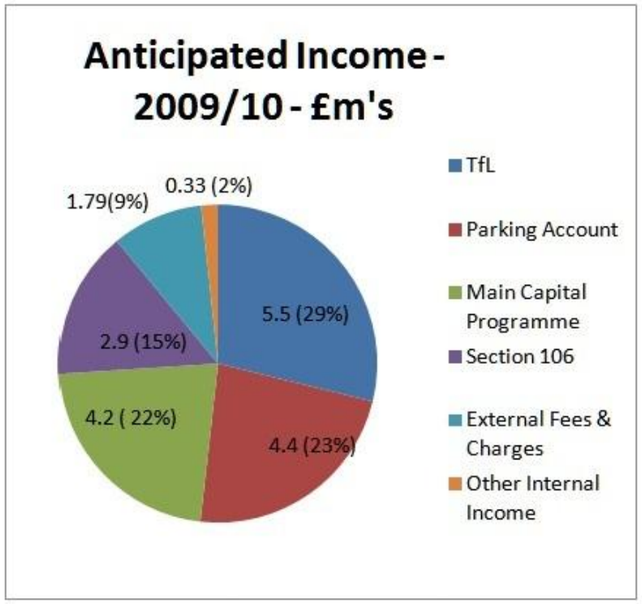
Sustainable transport systems make a positive contribution to the environmental, social and economic sustainability of the communities they serve. Transport systems exist to provide social and economic connections, and people quickly take up the opportunities offered by increased mobility. The advantages of increased mobility need to be weighed against the environmental, social and economic costs that transport systems pose.

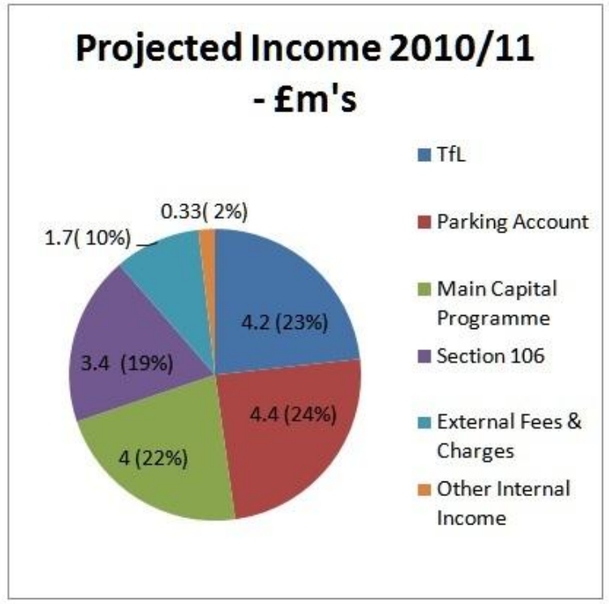
The social costs of transport include road crashes, air pollution, physical inactivity, time taken away from the family while commuting and vulnerability to fuel price increases. Many of these negative impacts fall disproportionately on those social groups who are also least likely to own and drive cars. Traffic congestion imposes economic costs by wasting people's time and by slowing the delivery of goods and services. Both integrated transport and congestion reduction measures attempt to address these challenges.

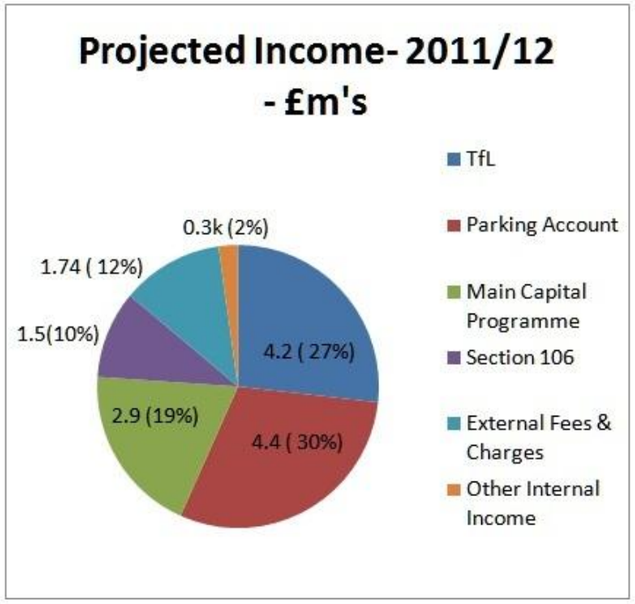
Traditional transport planning aims to improve mobility, especially for vehicles, and often fails to adequately consider wider impacts. But the real purpose of transport is access - to work, education, goods and services, friends and family - and officers at Brent attempt to improve access while simultaneously reducing environmental and social impacts, and managing traffic congestion.

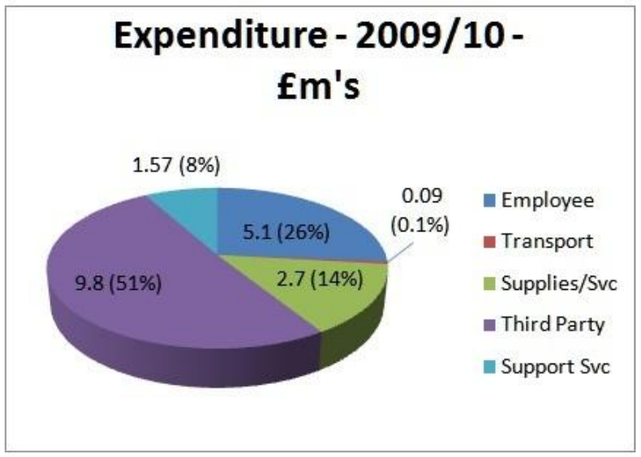
Congestion reduction measures can be something as simple as signal timings at junctions, or maybe realigning a junction so as to facilitate a certain manoeuvre that is currently causing motor-borne traffic to "back up", such as a new left-turn filter lane. Congestion reduction interventions might look at local signage to prevent vehicles from making unnecessary movements or removing antiquated gyratory or one-way systems, for example, if evidence/modelling suggests traffic flow could be improved by doing so.

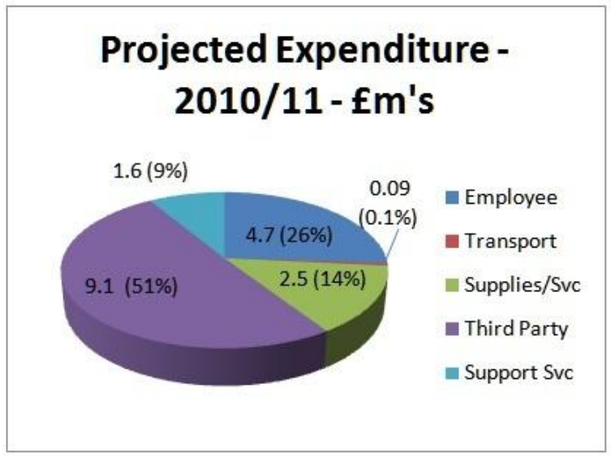
Brent Council - Transport (Income & Expenditure) pie-charts.

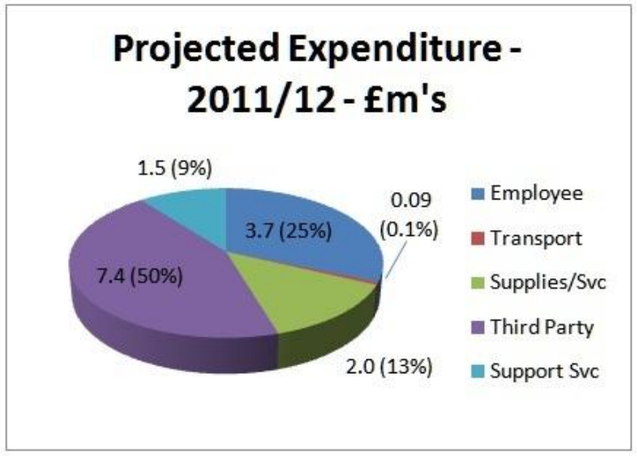












*As highways maintenance interventions are based on recent carriageway condition surveys, it is not possible to specify carriageways which will benefit from capital investment in 2012, 2013 and 2014.

Section 4: Performance Management Plan

4.1 The Importance of Performance Monitoring

Under Section 145 of the GLA Act 1999, all London boroughs must produce a Local Implementation Plan (LIP) setting out how they intend to contribute towards the implementation of the Mayor's Transport Strategy. As well as outlining the borough's local transport objectives, a LIP should detail the specific interventions and schemes intended to contribute towards meeting the MTS goals, challenges and opportunities. The must includes a clear strategy for monitoring performance.

As a statutory document, it is important that a LIP can be assessed to determine whether it is delivering its objectives and the outcomes set in the Mayor's Transport Strategy at a borough level. The adoption of strategic performance indicators and targets is intended to provide a mechanism to enable the success of the Local Implementation Plan to be judged.

Progress will be tracked against **five** strategic performance indicators on which boroughs are required to set locally specific targets. The five indicators are:

(1) Mode share;

(2) Bus service reliability;

(3) Asset (highway) condition;

(4) Road traffic casualties;

(5) CO2 emissions.

As part of the process of monitoring LIPs, progress will be tracked against five strategic performance indicators on which boroughs are required to set locally specific targets. These five indicators are shown below:

Indicator	Description
Mode share	The proportion of personal travel made by each mode
Bus service reliability	Excess wait time for all high-frequency services running within a particular borough
Asset (highway) condition	The proportion of principal road carriageway where maintenance should be considered
Road traffic casualties	The total number of KSIs and total number of casualties
CO2 emissions	Tonnes of CO2 emanating from ground-based transport per year

Each of these five performance indicators relates to key priorities within the Mayor's Transport Strategy over which boroughs have a degree of influence. However, it is recognised and expected that boroughs will be required to work with local partners and other organisations to achieve their LIP-2 adopted targets. These include Transport for London, Primary Care Trusts, businesses and employers, developers, schools and neighbouring authorities

The Monitoring Plan outlines the boroughs core LIP targets and indicators, sets trajectories, and monitors progress against these targets on an annual basis. Setting and monitoring key targets/indicators helps the Council and TfL to determine whether the LIP policies, delivery plan actions, and Programme of Investment are effective in delivering the LIP objectives and Mayor's Transport Strategy aspirations. If the Monitoring Plan reveals underperformance with regards to one or more targets, a number of steps can be taken. These could

include amendments to policies, a refocus of the Delivery Plan, or closer working with local partners.

This section has two main parts:

1) *Core Targets* – Outlines the five strategic performance indicators prescribed by TfL, which will be used to measure the progress of all boroughs in delivering the Mayor's Transport Strategy at a local level. The five core indicators measure: cycling and walking mode share; bus reliability; road asset condition; road casualties; and CO_2 emissions.

2) *Local Targets and Indicators* – A range of local targets and indicators set by the Council that are designed to supplement the core targets; these include electric vehicle charging points, cycle training, and the planting of street trees.

CORE TARGETS

In conjunction with TfL, the Council has set annual targets for the core indicators until 2013/14, with further long-term targets reflecting the timeframe of the Mayor's Transport Strategy. The targets have been set with consideration of a range of factors that may help or hinder the boroughs performance including: delivery of transport infrastructure improvements, funding availability, the impact of regional and national policies, as well as other local circumstances. Whilst the Council has a degree of influence over the achievement of the core targets other factors beyond the Council's control can also impact on performance (e.g. national advances in clean vehicle technologies will influence CO_2 emissions from road based transport in the borough). To achieve the core targets the Council will work with local partners and other organisations, such as TfL, Healthcare providers, businesses and employers, developers, schools, and neighbouring authorities.

LOCAL TARGETS AND INDICATORS

Local targets and indicators are designed to supplement the core targets. Whereas the core targets primarily assess progress towards achieving the high level outcomes of the LIP, such as reductions in CO_2 emissions or road casualties (i.e. themes and objectives); the local targets and indicators are focused on demonstrating the boroughs progress towards delivering policies/actions (which ultimately help achieve the LIP objectives and core targets). For example, the Council has a policy to install electric vehicle charging points as one way to achieve the core target of a reduction in CO_2 emissions from ground- based transport. If the Council failed to achieve the core target for reducing CO_2 emissions, local indicators (such as electric vehicle charging points installed) can be used to determine whether: a) the Council is effectively implementing policies to achieve the indicator, b) the Council are focusing on the best policies to deliver

the core target, c) the failure to achieve the core target is due to factors outside of the control of the Council e.g. national policies do not adequately encourage uptake of low emission vehicles.

Brent's Local LIP-2 targets have been considered through local policy and strategies and further developed via consultation with local residents, businesses, employees, and visitors. The following local indicators have been adopted:

- **Cycle Training (Cumulative number of people in the borough);**
- **Number of Electric Vehicle Charging Points (EVCPs) in the Borough;**
- **The planting of street trees within the Borough.**

All statistics presented in this section have been sourced from: **Transport for London – Travel in London Reports 1 and 2.**

http://www.tfl.gov.uk/assets/downloads/corporate/Travel-in-London-report-1.pdf

http://www.tfl.gov.uk/assets/downloads/corporate/Travel_in_London_Report_2.pdf

and the Benchmarking Tool for London Boroughs, available through the Transport for London (secure) borough Extranet.

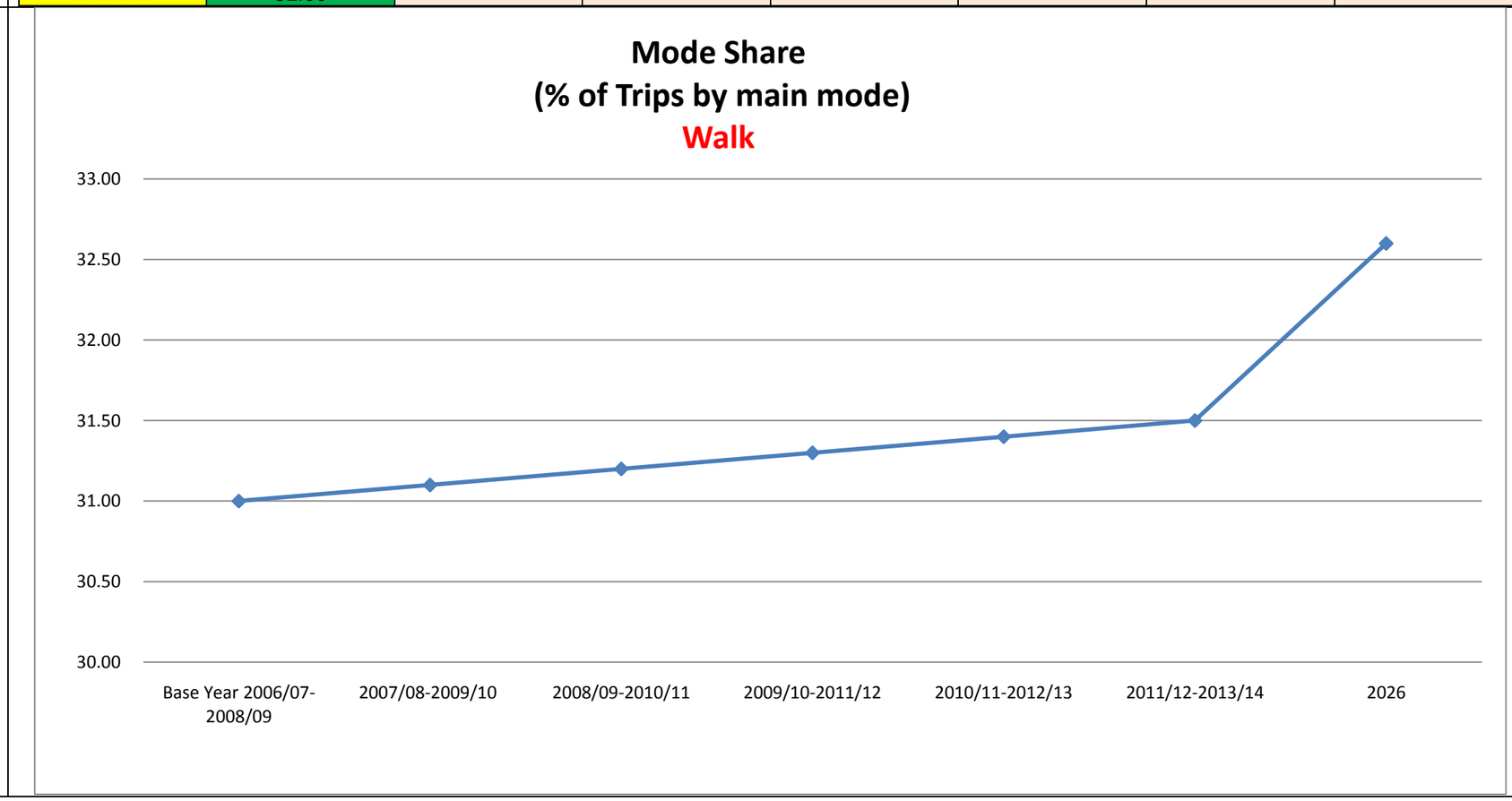
Progress against these indicators will be monitored on an annual basis and on a triennial basis the Council will produce a "Three-Year Impact Report" setting out what the LIP has achieved over the preceding three year period. This will provide us with the opportunity to set new interim targets and to revise the long term targets if necessary, for instance if it is considered that the Council is over- or under-achieving on a particular indicator.

Increase in the mode share of walking Brent (2011 – 2013)	
Baseline	31.0 (2006/07-2008/09)
Short-term (interim) target	31.5 (2011/12-2013/14)
Long-term Target	32.6 (2025/26)
Link to LIP objectives	***Objectives:*** • Objective 2: Better Streets & Placemaking. • Objective 4: Excellent Network Management. • Objective 6: Sustainable Transport & The Environment. • Objective 8: An Accessible & Inclusive Borough. • Objective 9: Reducing Road Danger.
Evidence that the target is ambitious and realistic	• Some **596,000** trips originating in Brent are made every day. According to the LIP Benchmarking Tool 2010, **31%** of trips originating in Brent were made by walking between 2006/07 and 2008/09. This is the **4th highest** of any Outer London borough, and higher than some inner London boroughs. The average for outer-London boroughs such as Brent is **28%**; • The LIP-2 target for Brent is to aim to increase walking trips to a **31.4%** mode share by 2013/14; • The Long Term target is to increase the mode share for walking trips to 32.6% by 2025/26; • Given Brent's current performance, the performance of neighbouring boroughs and Outer London boroughs, and the lack of a definitive target in the MTS, it is considered that the **0.4%** increase/target is definitely ambitious (and achievable/realistic); • Evidence suggests that there is significant potential for a shift from car use to walking for trips under **1km.**
Key actions for the Council	• Improving recognised walking routes; • Improving access to train stations and bus stops; • Public realm improvements (including street de-cluttering etc) such as Harlesden Major Scheme; • Improved accessibility of the public realm for disabled users; • Overcoming segregation barriers e.g. busy roads; • Reducing crime and fear of crime; • Improved signage e.g. Wembley Legible London; • Travel planning.
Principle risks and how they	• *Delays to the implementation of schemes.* The Council will manage this risk by ensuring the risks of delivering schemes are considered. The Council has a good history of delivering schemes on time;

will be managed	• *Funding reductions from TfL borough LIP2 allocation, and/or a reduction in funding from other potential sources (e.g. Major schemes funding, Council funding).* Impact of risk cannot be fully managed, however the Council can ensure funding is prioritised towards schemes that will have the greatest contribution to increasing walking numbers; • The Council also has a LIP2 target to increase the number of people cycling in the borough; it is possible that any increase in cycling will be at the expense of some existing walking trips. This risk is difficult to manage; however, funding will be directed at schemes that are likely to achieve a shift away from car use (as opposed to other sustainable modes of transport).
Keep progress against targets under review and address areas of over or under performance.	• Review walking mode share annually; • Record/review the type of walking initiatives that the Council is investing in e.g. public realm improvements, travel planning etc; • If targets are not being met then re-evaluate the level of funding allocated to walking initiatives, and/or re-evaluate the type of walking initiatives the Council is investing in.
Data Source	• London Travel Demand Survey (Mode Share)

Target trajectory

	Base Year 2006/07-2008/09	2007/08-2009/10	2008/09-2010/11	2009/10-2011/12	2010/11-2012/13	2011/12-2013/14	Long Term 2025/26
Brent	31.00	31.1	31.2	31.3	31.4	31.5	32.6
London	31.00						

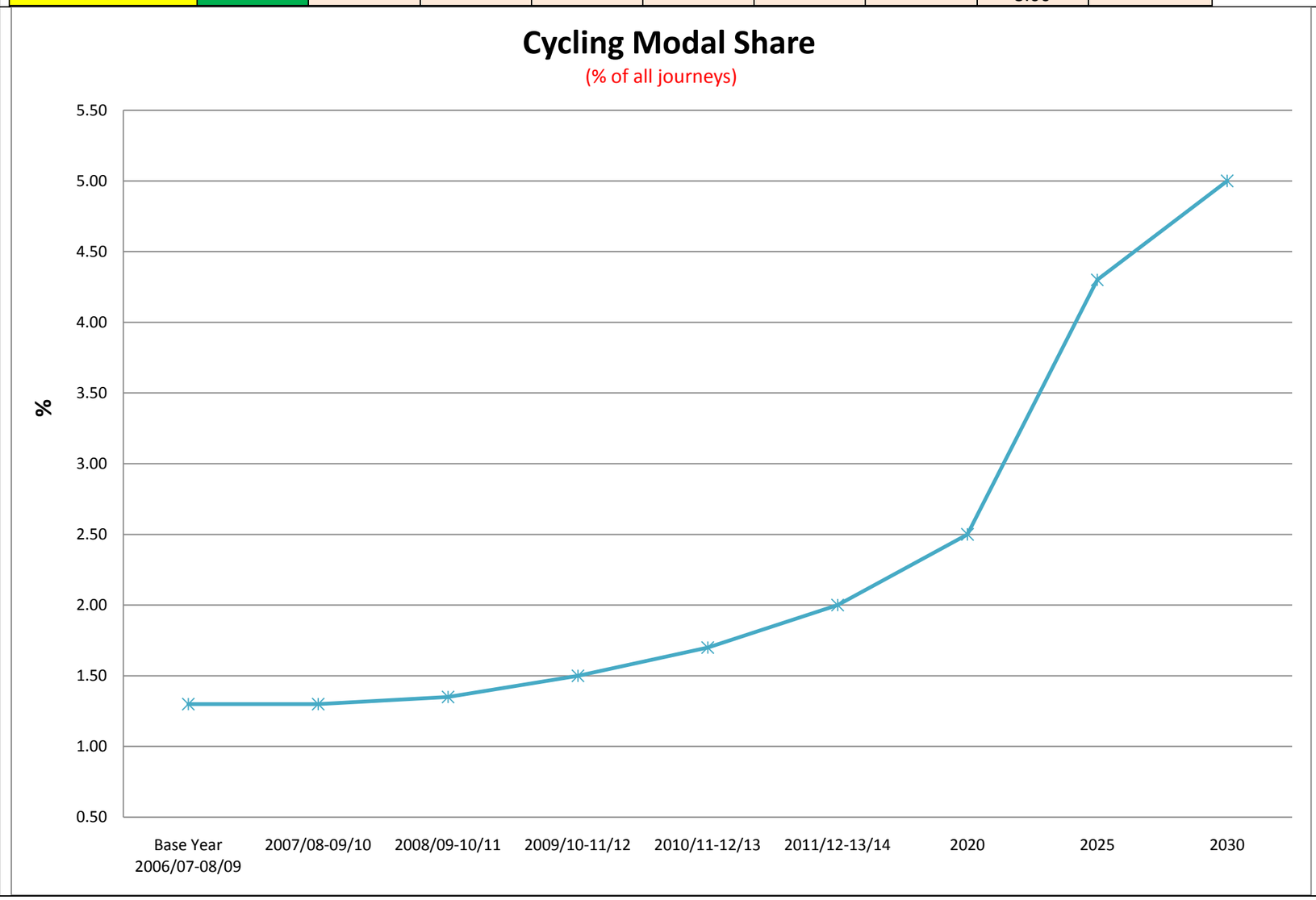


Number of cycling trips in Brent (2011–2013)		
	Mode Share (% Trips by bike)	Cumulative Number of People in Cycle Training
Baseline	1.30 (**2006/07-08/09**)	513 (2010)
Short-term (interim) target	1.7 (**2010/11-12/13**)	4210 (2013/2014)
Long-term Target	2.5 (2020)	
Link to LIP objectives	***Objectives:*** • Objective 2: Better Streets & Placemaking. • Objective 4: Excellent Network Management. • Objective 6: Sustainable Transport & The Environment. • Objective 9: Reducing Road Danger.	
Evidence that the target is ambitious and realistic	According to the Travel in London Report 2010 **1.3%** of trips originating in Brent were made by cycle between 2006/07 and 2008/09. This figure is the same as Brent's neighbouring outer-London boroughs of Barnet, Ealing and Harrow. The Council has set a target which aims to achieve a mode share of **2.0%** by 2013/14; this target is seen as particularly ambitious in a time of economic downturn where it is likely that commuting related cycle trips in outer-London boroughs are likely to be lower in 2013-2014 than at present as people lose their jobs. The Council believes that this was more appropriate than simply attempting to maintain cycling usage at existing levels (see bus EWT) as at least it is 'pulling in the right direction. There is, however, scope to increase leisure and recreational cycling. However, it is hoped that the infrastructure that has been implemented during the LIP2 period will begin to attract more cyclists (e.g. cycle parking, cycle lanes, and aspirational schemes such as cycle hire and super cycle highways). An increase in cyclists on the roads will raise the profile of cycling and attract further cyclists. The Mayor's target for 2026 of a cycling mode share of **5.0%** across London is seen as achievable, although it is recognised that how this is split across boroughs will vary (with inner London boroughs likely to have higher mode shares than outer London boroughs). Although funding is restricted and these targets are ambitious, they are seen as realistic for the following reasons: • The increases predicted are required to achieve a **4.3%** mode share by 2026 to support the Mayor's target of a 5.0% mode share overall**;** • The Council can use cost effective initiatives such as such as smarter travel activities (including cycle training and travel planning) to increase cycling numbers; • There is scope within the borough to improve cycle parking at many key locations, which is a relatively inexpensive measure to overcome a major barrier to cycling.	

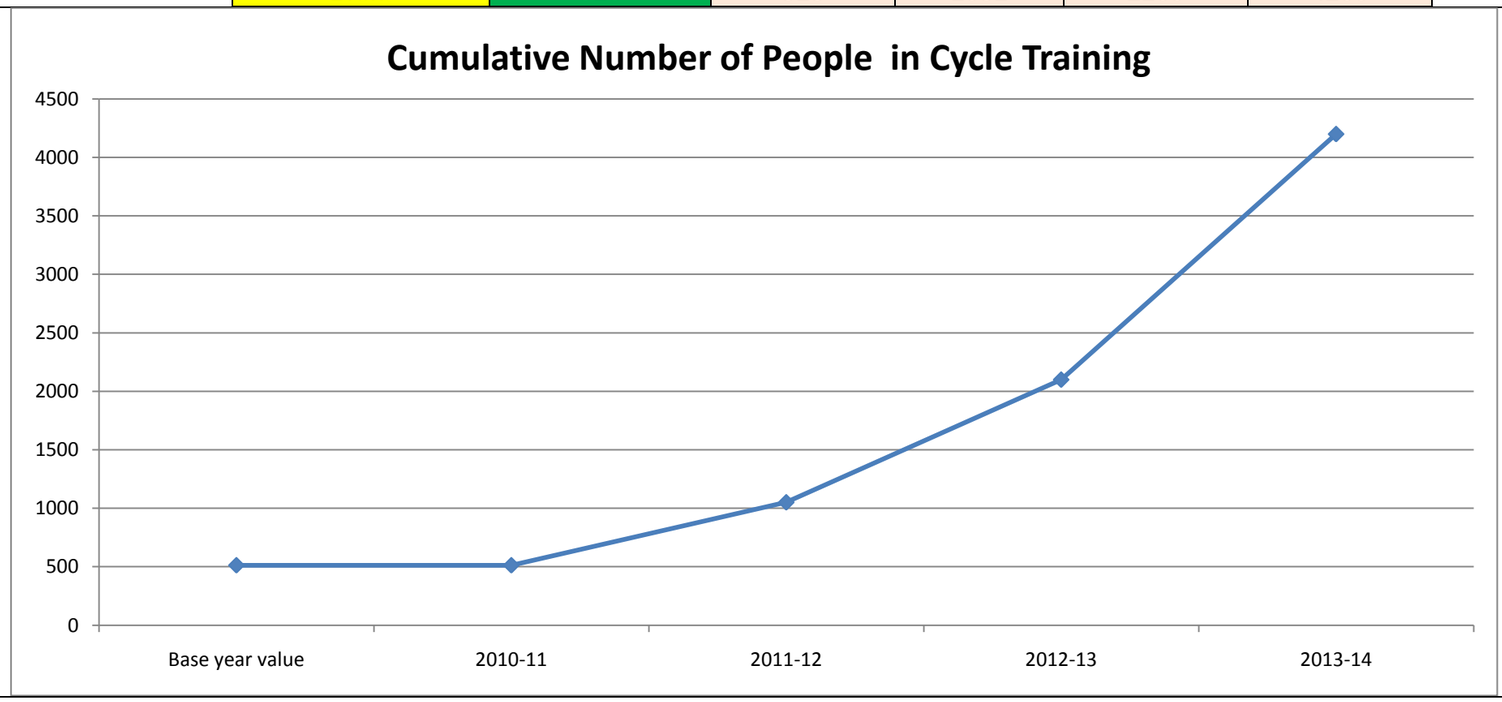
	• In terms of Local Targets, Brent has **513** people on its cycle training programme in the 2010/11 base year and has aspirations of increasing this figure to **4200** over the next 3 years.
Key actions for the Council	• Increase secure and unsecured cycle parking in public places and key destinations (e.g. Town and local district Centres, nearby to train stations and in regeneration areas); • Increase cycle facilities at work places (e.g. cycle parking, showers, and lockers); • Smarter Travel (schools and workplace travel plans, cycle training, other events); • Improve 'on-route' cycling infrastructure (particularly the strategic cycle network and over key barriers) e.g. cycle lanes, cycling priority, safety improvements etc. • Improve signage of strategic cycling network.
Principle risks and how they will be managed	• Delays to the implementation of schemes. The Council will manage this risk by ensuring the risks of delivering schemes are considered. The Council has a good history of delivering schemes on time; • Funding reductions from TfL borough LIP allocation, and/or a reduction in funding from other potential sources (e.g. Major schemes funding, Council funding). Impact of risk cannot be fully managed, however the Council can ensure funding is prioritised towards schemes that will have the greatest contribution to increasing cycling numbers; • The Council also has a target to increase the mode share of walking trips in the borough; it is possible that an increase in walking will be at the expense of some existing cycling trips. This risk is difficult to manage; however, funding will be directed at schemes that are likely to achieve a shift away from car use (as opposed to other sustainable modes of transport); • A year(s) of particularly adverse weather. Risk cannot be fully managed, but can be partly managed by promoting the benefits of all year round cycling including promoting use of high visibility clothing, lights etc.
Keep progress against targets under review and address areas of over or under performance	• Review mode share data annually; • Record/review the type of cycling initiatives that the Council is investing in e.g. cycle lanes, cycle parking, travel planning etc; • If targets are not being met then re-evaluate the level of funding allocated to cycling initiatives, and/or re-evaluate the type of cycling initiatives the Council is investing in.
Data Source	• London Travel Demand Survey (Mode Share)

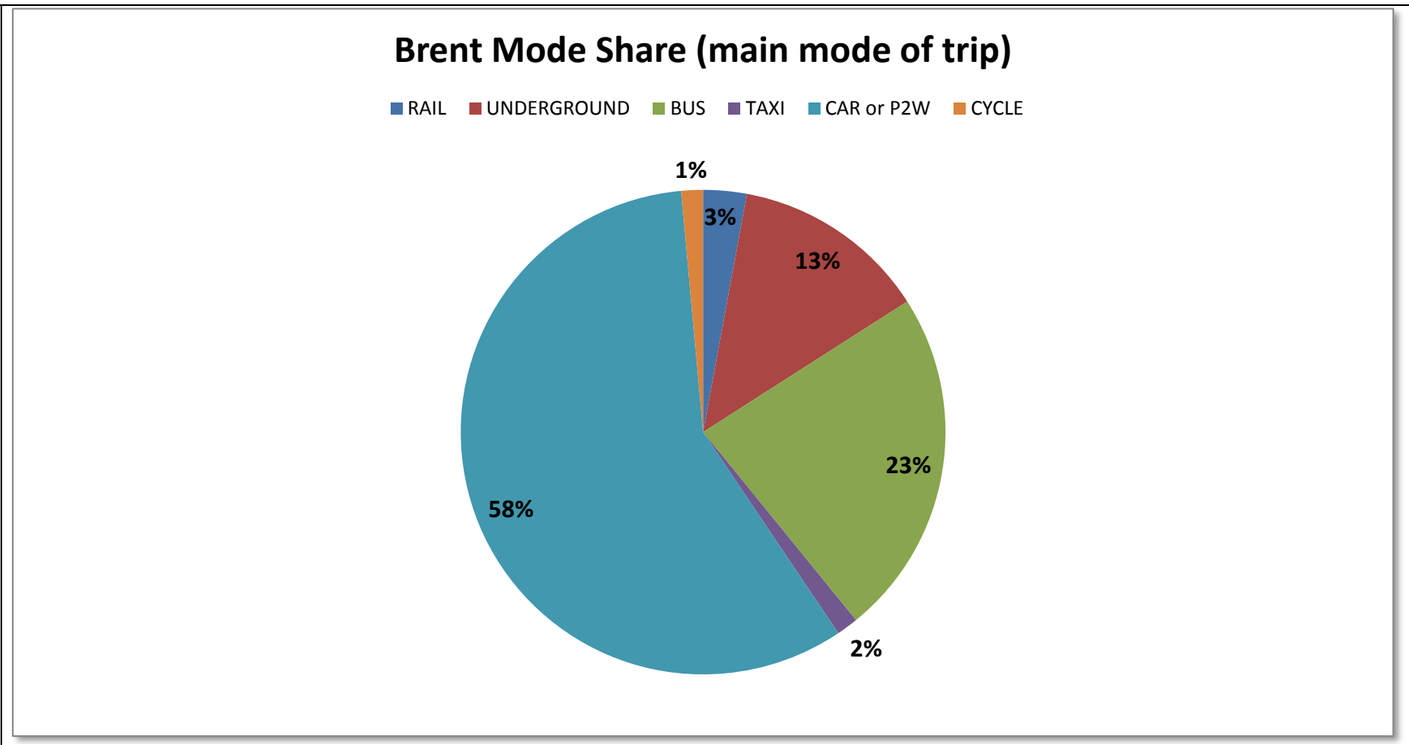
Target trajectory

Three Year Averages	Base Year 2006/07-08/09	2007/08-09/10	2008/09-10/11	2009/10-11/12	2010/11-12/13	2011/12-13/14	2020	2025	2030
% of all journeys	1.30	1.30	1.35	1.50	1.70	2.00	2.50	4.30	5.00
London								5.00	



Target trajectory		Year	Base Year	2010-11	2011-12	2012-13	2013-14
		Brent	513	513	1051	2100	4200



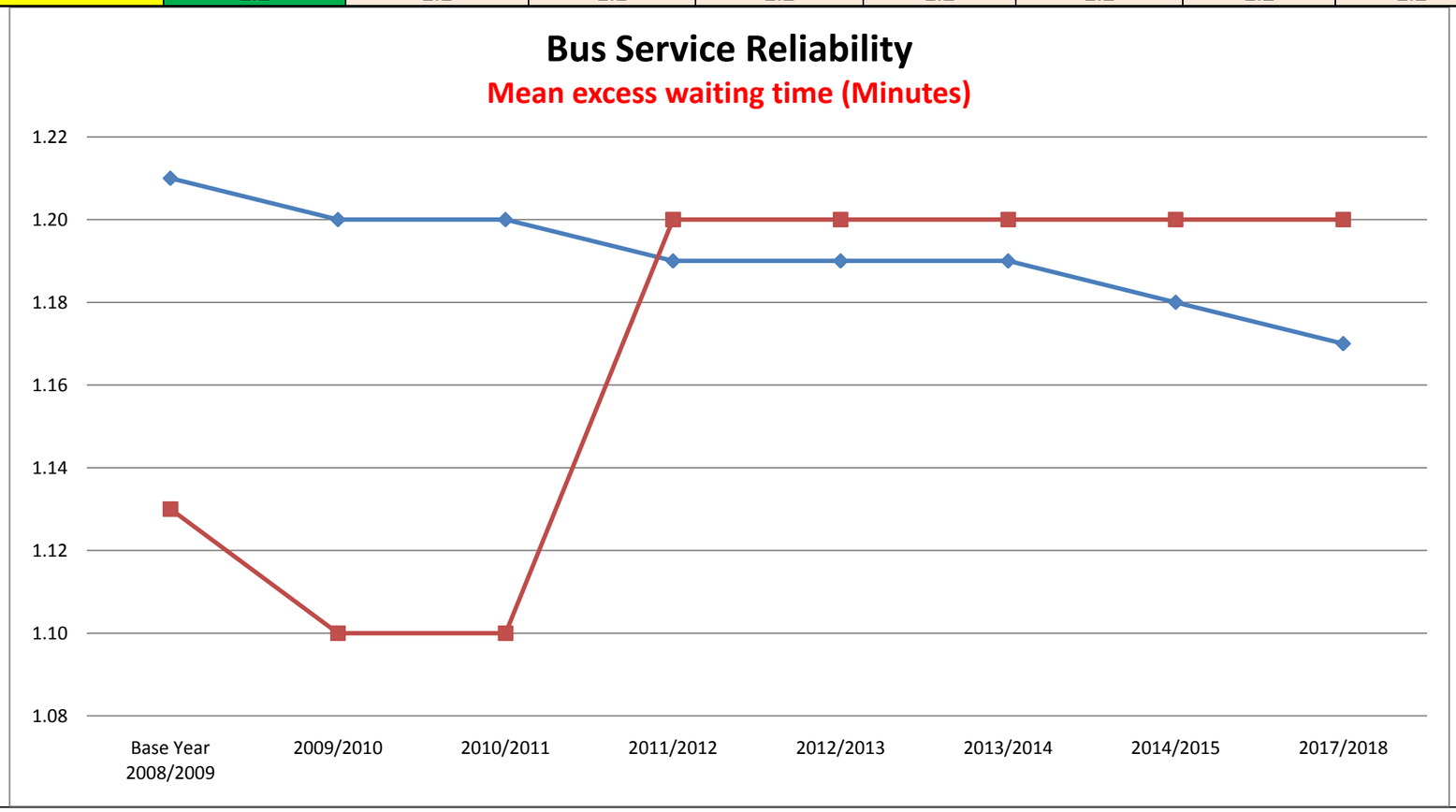

Brent Mode Share (main mode of trip)
RAIL
UNDERGROUND
BUS
TAXI
CAR or P2W
CYCLE
1%
3%
13%
23%
58%
2%

Bus service reliability for high frequency routes – Excess Waiting Time - (2011/12 – 2013/14)	
Baseline	1.2 (2008/2009)
Short-term (interim) target	1.2 (2013/2014)
Long-term Target	1.2 (2017/2018)
Link to LIP objectives	***Objectives:*** • Objective 1: Facilitating Regeneration. • Objective 4: Excellent Network Management. • Objective 5: Parking. • Objective 6: Sustainable Transport & The Environment. • Objective 7: Orbital Bus Services. • ***Delivery Plan:*** There are many actions in the Delivery Plan that focus on encouraging bus use.
Evidence that the target is ambitious and realistic	• The target set for Excess Waiting Time (EWT) is **1.2** mins until 2013/14. Longer term targets for later years will be set for 2017/2018 to correlate with the TfL Business Plan and stand at 1.2 minutes.. • In 2008-2009 the EWT was **1.4** minutes, hence has been reduced by **0.3** of a minute which is quite an impressive achievement; • Back in 1999/2000, EWT was **2.26** minutes in Brent, which demonstrates excellent progress over a ten year period, with a **46%** reduction in EWT; • The Council achieved an EWT of **1.2** mins for 2009/10; • 2009/10 EWT for neighbouring boroughs was: Barnet (**1.1**), Ealing (**1.2**), and Harrow (**1.1**); • The 2009 TfL Business Plan forecasts that EWT across London will increase from **1.1** mins to **1.2** mins in 2011/12 and beyond; • An EWT of **1.2** mins until 2013/14 is therefore seen as an ambitious and realistic target because it is consistent with TfL forecasts for London wide EWT, maintains a high level of performance despite likely increases in traffic levels and potential reductions in available funding for transport initiatives.
Key actions for the Council	• Investigate and implement opportunities to improve bus priority along bus routes experiencing delays; • Investigate and implement opportunities to smooth traffic flow along bus routes experiencing delays; • Investigate opportunities to reinstate bus lay-bys (if they will improve bus reliability).
Principle risks	• Delays to the implementation of schemes. The Council will manage this risk by ensuring the risks of delivering

and how they will be managed	schemes are considered. The Council has a good history of delivering schemes on time; • Increases in car use/congestion. To overcome this risk the Council is focussing on promoting sustainable modes of transport, and will look at options to smooth traffic flow and/or improve bus priority measures on congested routes; • Funding reductions from TfL borough LIP2 allocation, and/or a reduction in funding from other potential sources (e.g. Major schemes funding, Council funding). Impact of risk cannot be fully managed, however the Council can ensure funding is prioritised towards schemes that will have the greatest contribution to improving bus reliability; • Excess waiting times on high frequency bus routes is often caused by delays in other boroughs (which are out of the control of the Council). Delays in other boroughs are included in the EWT data reported for Brent's performance and could result in failure by Brent to meet bus EWT performance targets. This risk is being managed by setting local LIP targets for bus reliability based on iBus data (travel times) between bus stops on 4 Brent bus routes. Results for the local targets can be used to check the accuracy of the EWT performance data supplied by TfL.
Keep progress against targets under review and address areas of over or under performance	• Progress against targets will be monitored by analysing EWT data supplied by TfL, and monitoring the local target for bus performance as explained above; • Where under performance occurs the Council will investigate the causes (e.g. temporary causes such as road works); • Where causes of underperformance can be addressed the Council will progress initiatives to improve bus reliability along the section of road (e.g. bus priority etc).
Data Source	• iBus data

Target trajectory

Year	Base Year 2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2017/2018
Brent	**1.2**	1.2	1.2	1.2	1.2	1.2	1.2	1.2
London	**1.1**	1.1	1.1	1.2	1.2	1.2	1.2	1.2

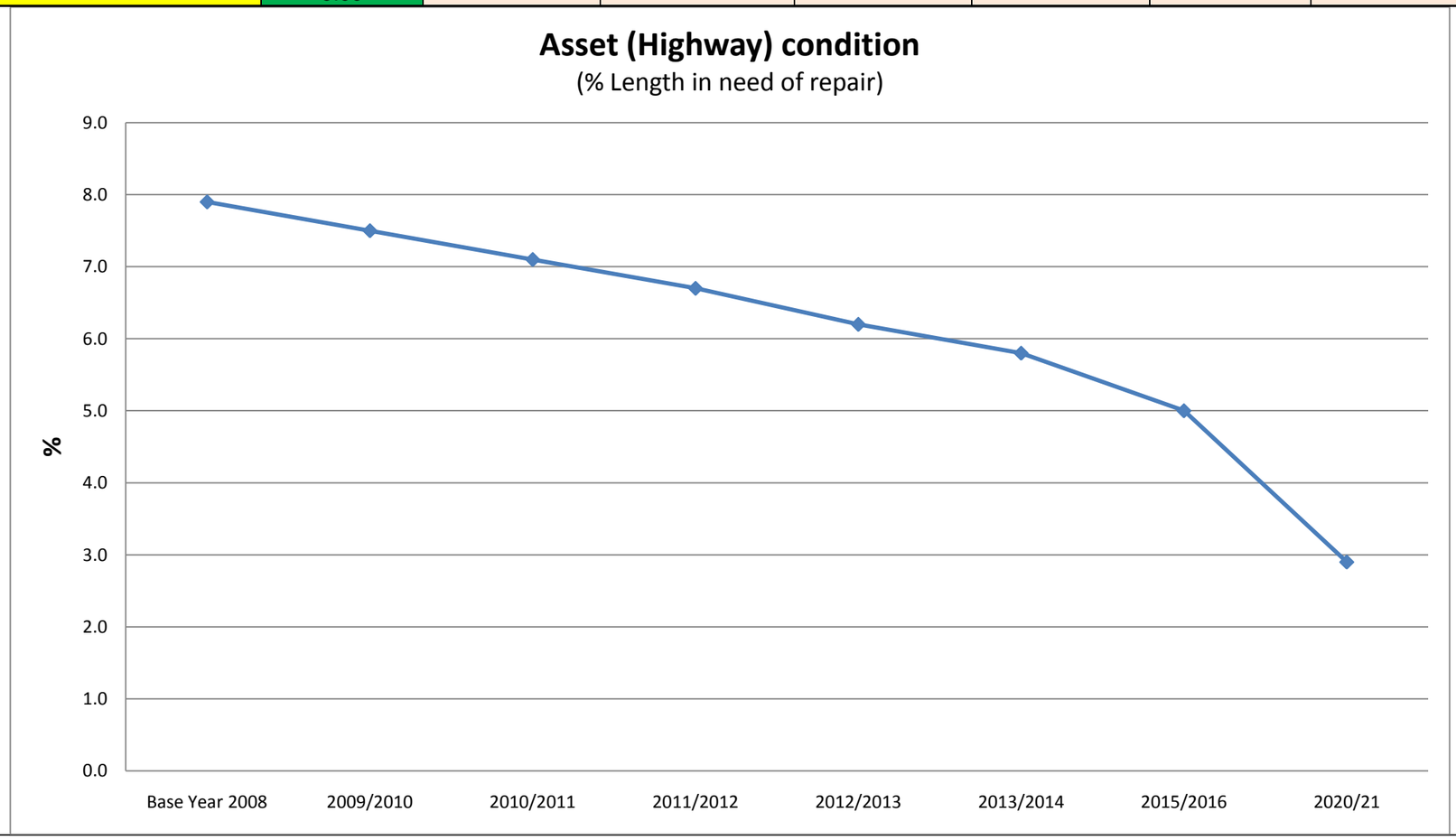


Asset condition – principal roads (DVI Surveys)	
Baseline	7.9 (2009/2010)
Short-term (interim) target	5.8 (2013/2014)
Long-term Target	2.9 (2020/2021)
Link between target, LIP objectives, and Delivery Plan	***Objectives:*** • Objective 1: Facilitating Regeneration. • Objective 2: Better Streets & Placemaking. • Objective 4: Excellent Network Management. • Objective 8: An Accessible & Inclusive Borough. • Objective 9: Reducing Road Danger. ***Delivery Plan:*** The Council is allocated annual funding from TfL for maintenance of the principal road network; areas for maintenance are determined by DVI and SCANNER surveys. The Council will allocate funding to those roads in greatest need of repair (as determined by DVI and SCANNER surveys).
Evidence that the target is ambitious and realistic	• Presently, **7.9%** of the boroughs principal road network is classified as *"the proportion of principal road carriageway where maintenance should be considered";* • This shows excellent progress over the lifetime of LIP-1, when one considers that the percentage of carriageway "where maintenance should be considered" in 2006/2007 was **21%**; • Indeed, there was a **31%** reduction in terms of *"road length in need of repair"*, between 2005/06 and 2008/09; • Brent's performance can be benchmarked/compared against Harrow (**7%**) and Ealing (**7%**) for 2009-2010; • The Council wants to make Brent a borough which has a 'better than average' principal carriageway condition - the average in London is **9%**; • The Council has set a 2012/2013 so that the percentage of principal road network "where maintenance should be considered" as **8%** (or lower) annually (based on DVI surveys); • The percentage of principal road in need of repair was **10%** in 2009/10, which is the lowest (equal) of any London borough; • Last year's harsh winter, and (albeit fairly early days yet) the opening phase of this winter, means that as the percentage of road network in need of repair will remain at about the same level. Without significant increases in funding for road maintenance from TfL it is not realistic to expect further reductions in the percentage of principal road network in need of repair; • Accordingly, a target of **8%** of the principal road network where road maintenance could be considered is both ambitious and realistic, reflecting difficult climatic conditions and no apparent increase in available funding;

	• <u>Please note:</u> this target is largely reliant on TfL maintaining associated levels of highways maintenance LIP funding.
Key actions for the Council	• The Council will ensure that all funds for maintenance of the principal road network are fully allocated each year and are allocated to those roads in greatest need of repair (as determined by DVI and SCANNER surveys); • The Council will continue its reactive maintenance activities with respect to the principal road network.
Principle risks and how they will be managed	• A reduction in funding for principal road maintenance from TfL. This risk is difficult for the Council to manage as funding levels are set by TfL. In the case of a funding reduction the Council will discuss funding levels with TfL and/or investigate alternative funding sources; • As this target includes roads maintained by TfL there is a risk that TfL may underperform which will affect the performance of the borough. The Council will work closely with TfL to ensure their roads are maintained to a high standard. Where under performance occurs the Council can analyse figures to determine whether under performance is occurring on TfL maintained roads; • Frequent occurrences of adverse weather conditions deteriorating the principal road network. There is little the Council can do to address this risk, other than investigate alternative funding sources for maintenance works; • Frequent/high occurrences of major works by utility companies. Works such as laying new pipes under the road, even if completed to a high standard, usually create adverse effects on the stability of the roadway. There is little the Council can do to manage this risk.
Keep progress against targets under review and address areas of over or under performance	• Review annual DVI and SCANNER surveys to determine where funds for maintenance should be allocated; • Options to address areas of underperformance are difficult to address as the ability to implement maintenance works depends on TfL funding levels. As such in the case of underperformance the Council will discuss funding levels with TfL and/or investigate alternative funding sources to increase the amount of maintenance works completed annually.
Data Source	• Detailed Visual Inspection (DVI) survey data • Surface Condition Assessment for the National Network of Roads (SCANNER) data

Target trajectory

Year	Base Year 2009/10	2010/2011	2011/2012	2012/2013	2013/2014	2015/2016	2020/21
Brent %	7.9	7.1	6.7	6.2	5.8	5.0	2.9
London %	9.00						

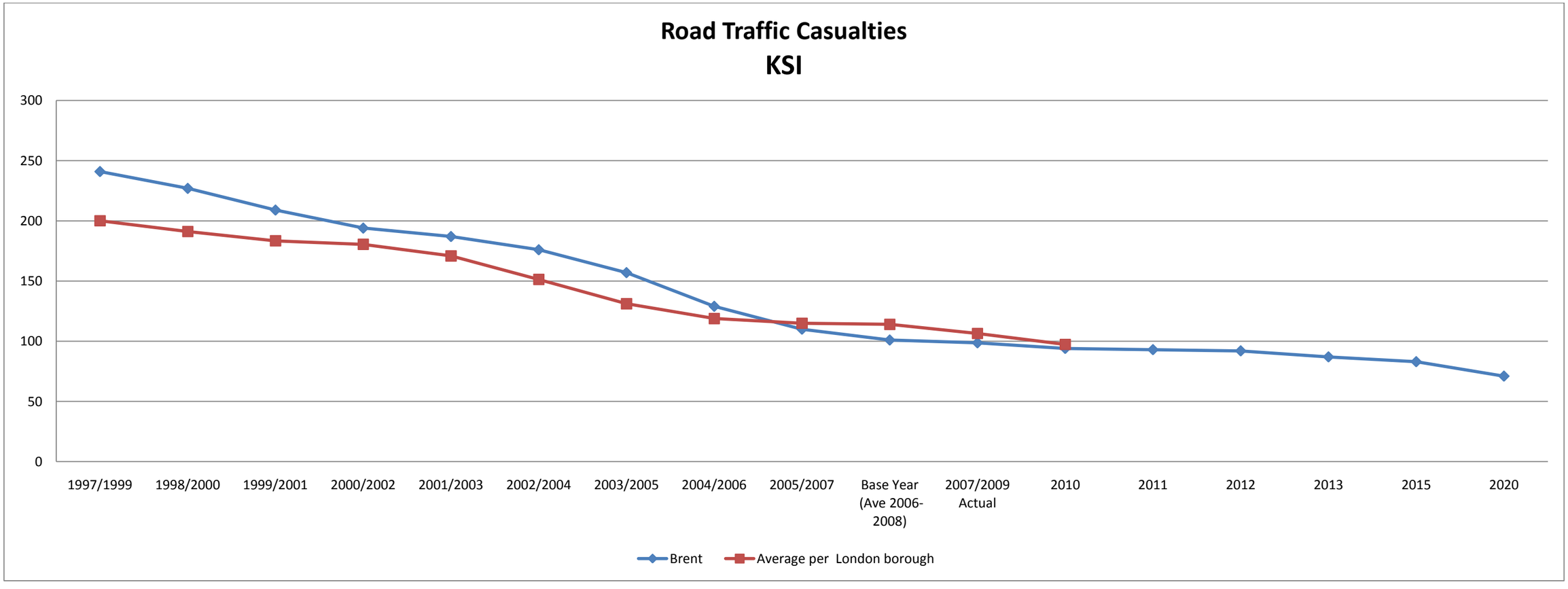


Total number of people killed or seriously injured in Brent (2011 – 2013), & Total number of casualties in Brent (2011 – 2013)		
Baseline	KSIs	Total casualties
	101 (2006 – 2008)	865 (2006 – 2008)
Short-term (interim) target	87 (2013)	868 (2013)
Long-term target	71 (2020)	767 (2020)
Link to LIP objectives	***Objectives:*** • Objective 1: Facilitating Regeneration. • Objective 2: Better Streets & Placemaking. • Objective 4: Excellent Network Management. • Objective 5: Parking. • Objective 6: Sustainable Transport & The Environment. • Objective 8: An Accessible & Inclusive Borough. • Objective 9: Reducing Road Danger.	
Evidence that the target is ambitious and realistic	**Total number of people killed or seriously injured (KSI's)** • Brent has achieved a **59%** reduction in fatal and serious casualties (KSI's) from the average calculated from 1994-1998 and 2006-2008; • This makes Brent the **top performing borough in London** in terms of the percentage decrease in KSI's achieved over this period of time; • The Council propose a further **14%** decrease in KSI's over the course of LIP-2 (i.e. to 2013). This would mean a target of **14** KSI's (or less) by 2013. • Targets are presented in the trajectory below to 2020. • As KSI rates get lower it becomes more difficult and costly to achieve ongoing reductions; as such it is not considered realistic or achievable to continue to achieve significant annual casualty reductions (i.e. at the rates seen since 2002) in Brent; • Given Brent's low KSI rate when compared to other London Borough's, the difficulties this presents for significant ongoing reductions, and likely funding reductions, a **30%** (2020) decrease in KSI's from the base year is seen as both an ambitious and realistic target, whilst remaining challenging.	

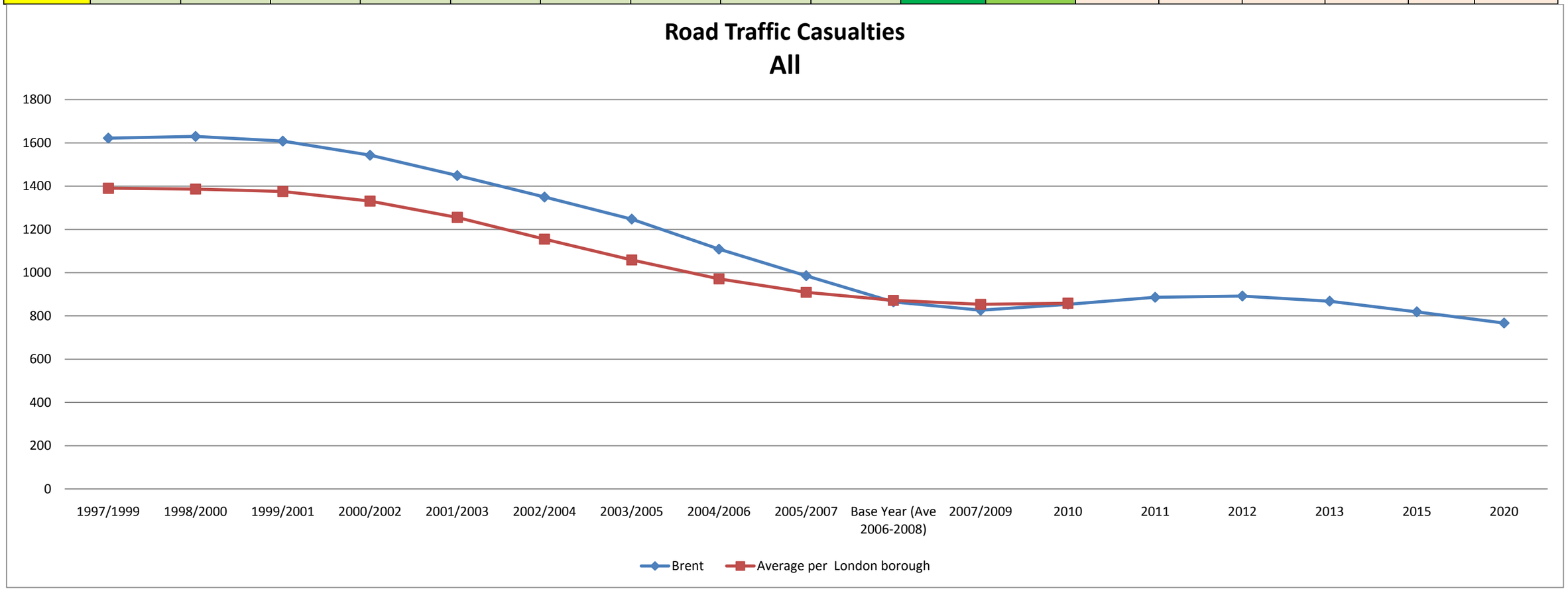
	Total Casualties • Brent has achieved great success in reducing 'total causalities' on the boroughs roads. Back in 1997-1999 there was an average of over **1600** total casualties in Brent per annum, this had been reduced to **865** (average for the base year of 2006-2008); • A 2020 target of **767** total casualties has been set in the trajectory below. • As casualty rates get lower it becomes more difficult and costly to achieve ongoing reductions; as such it is not considered realistic to continue to achieve further annual casualty reductions in the short-term (i.e. at the rates seen since 2002, over the lifetime of LIP-2; • This, coupled with population increase, means that there might be a slight increase in "total casualties" on the Brent highways network before a decrease occurs again, although this is not certain nor possible to predict.
Key actions for the Council	• As casualties in Brent mainly occur on the strategic highway network and in town centre locations. Brent's strong track record of adopting and implementing Road Danger Reduction principles will facilitate attempts to meet this target; Improve safety on strategic walking routes; including ongoing audit program; • Increasing the levels of walking and cycling in the borough is a key priority for the Council. Improving the safety of these vulnerable road users will be a key means of encouraging greater participation in walking and cycling; • Improve safety on strategic cycling routes; • Improve pedestrian and cyclist safety at busy road crossings; • Improve safety for vulnerable road users; • Road safety education and awareness, including school travel plans; • Cycle training.
Principle risks and how they will be managed	• Delays to the implementation of schemes to improve road user safety. The Council will manage this risk by ensuring the risks of delivering schemes are considered. The Council has a good history of delivering schemes on time. • Funding reductions from TfL borough LIP allocation, and/or a reduction in funding from other potential sources (e.g. Major schemes funding, Council funding). Impact of risk cannot be fully managed; however the Council can ensure funding is prioritised towards schemes that will have the greatest contribution to improving safety (particularly vulnerable users). • Unforeseen trends - for no specific reason there may be a year (or a number of years) of high casualty rates in Brent e.g. high rates of driver or pedestrian error not due to conditions. This risk will be managed by continuing ongoing road safety awareness activities. • An increase in walking and cycling rates could increase the number of causalities in the borough, as these modes are more vulnerable to injuries (causalities) due to accidents. This can be partly mitigated by targeted infrastructure (e.g. segregated cycle lanes, pedestrian crossings) to protect vulnerable road users on busier roads and road safety education campaigns aimed at drivers and vulnerable road users. • The increased uptake of electric vehicles could lead to a period of increased road accidents while road users are not accustomed to reduced noise levels. This can be partly mitigated by road safety education work to raise awareness of

	electric vehicles amongst all road users but particularly placing onus of responsibility on EV drivers to be aware that other road users will react to them differently than in traditional cars.
Keep progress against targets under review and address areas of over or under performance	• Review casualty trends/numbers and causes annually; • Investigate casualty plots for any 'hotspots', if such clusters exist then implement safety improvements in that location; • Review the type of safety improvements and locations of safety improvements that the Council is investing in e.g. cycle lanes on main roads, pedestrian crossings. • Re-evaluate the level of funding allocated to safety improvements. • Most casualties in Brent occur on the strategic highway network. The Council is reviewing the borough's strategic highway network, which includes consideration of safety concerns/accident history.
Data Source	• London Road Safety Unit

Three Year Averages	1997/1999	1998/2000	1999/2001	2000/2002	2001/2003	2002/2004	2003/2005	2004/2006	2005/2007	Base Year (Ave 2006-2008)	2007/2009 Actual	2010	2011	2012	2013	2015	2020
Brent	241	227	209	194	187	176	157	129	110	**101**	99	94	93	92	87	83	71
Average per London borough	200	191	183	181	171	151	131	119	115	**114**	106	97					



Three Year Averages	1997/1999	1998/2000	1999/2001	2000/2002	2001/2003	2002/2004	2003/2005	2004/2006	2005/2007	Base Year (Ave 2006-2008)	2007/2009	2010	2011	2012	2013	2015	2020
Brent	1622	1630	1608	1543	1449	1350	1248	1109	986	865	826	854	886	892	868	819	767
Average per London borough	1390	1386	1376	1331	1256	1155	1059	972	909	872	853	859					



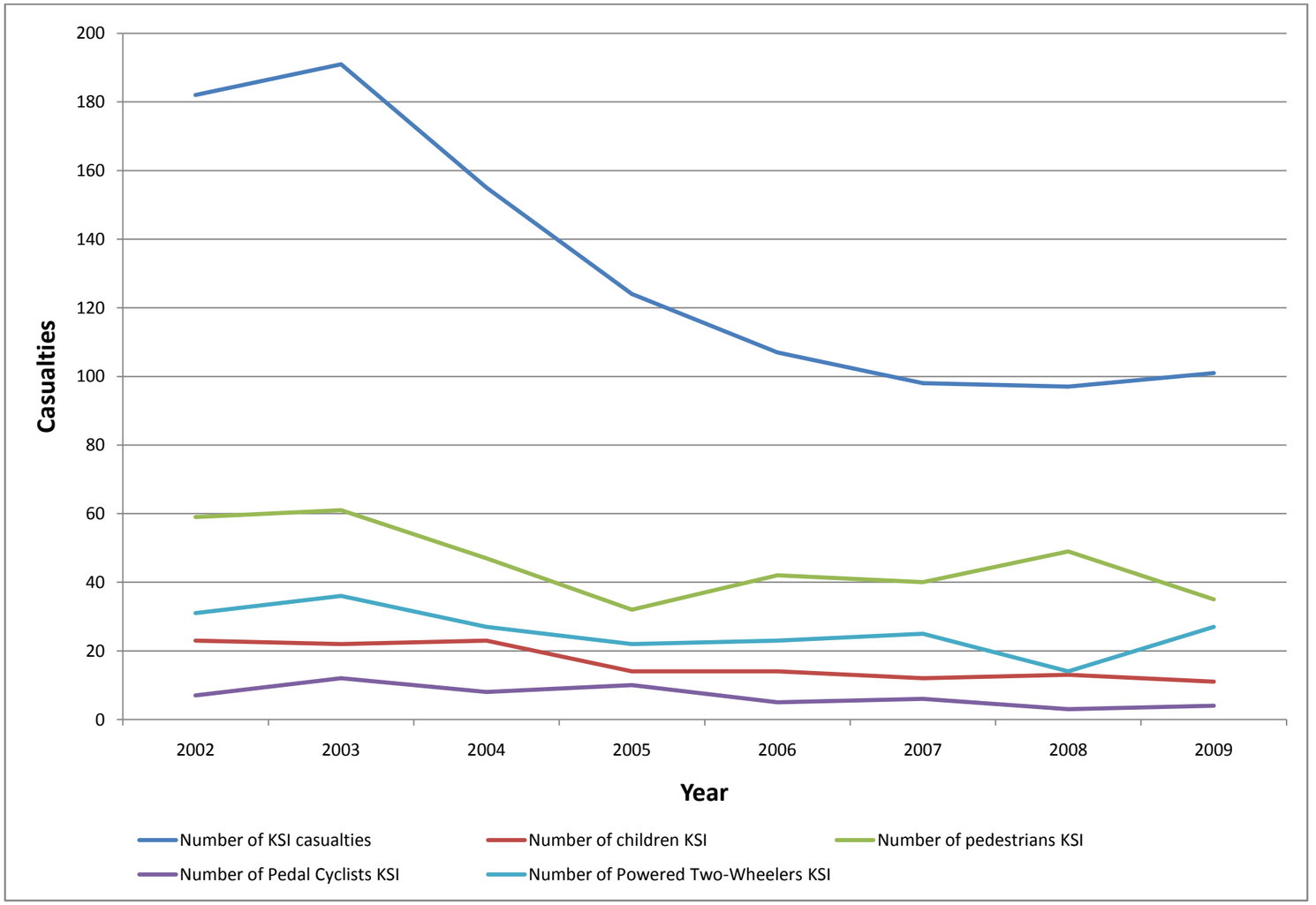
The current data supplied by TfL for all casualties to 2010 shows an increase in casualties from 826 (for 2007/2009) to 854 in 2010. The projected short term increase in LIP2 is based on this increase in all casualties in Brent and London. However, Brent will continue to address sites with high number of collisions with hard and soft engineering and non-engineering measures to reduce the number of casualties. Currently, Brent is investigating the factors behind the recent increase in slight casualties compared to decrease in KSI for the same period.

Casualties by Category

Casualty Category	Base 1994-1998	2010 Target	2008	2009	% Red'n	Base 2004-2008	2015 Target	% Red'n
No KSI Casualties	224	146	97	101	55%	116	83	13%
No Child KSI	42	21	13	11	74%	15	N/A	27%
No. Ped KSI	85	51	49	35	59%	42	N/A	17%
No. Cycle KSI	18	11	3	4	78%	6	N/A	33%
No. PTW KSI	25	15	14	27	-8%	22	N/A	-23%
No. Slight Casualties	1361	1225	688	748	45%	875	N/A	15%
Total Casualties	1585	1371	785	849	46%	991	N/A	14%

The Table above shows that all road casualty category targets were met with the exception of power two wheelers (PTW). It is noted that the PTW target was met the previous year, however the average over the previous 5 years suggests that the 2009 statistic gives a truer account of the situation. Again, with the exception of PTW's, the remaining 2015 targets are well on the way to being met. The Figure below however shows that the trend of continuous reduction in KSIs over time has flattened out over the last couple of years. This illustrates the importance of road safety in taking the LIP-2 proposals forward.

Trends in KSI Data Since 2002



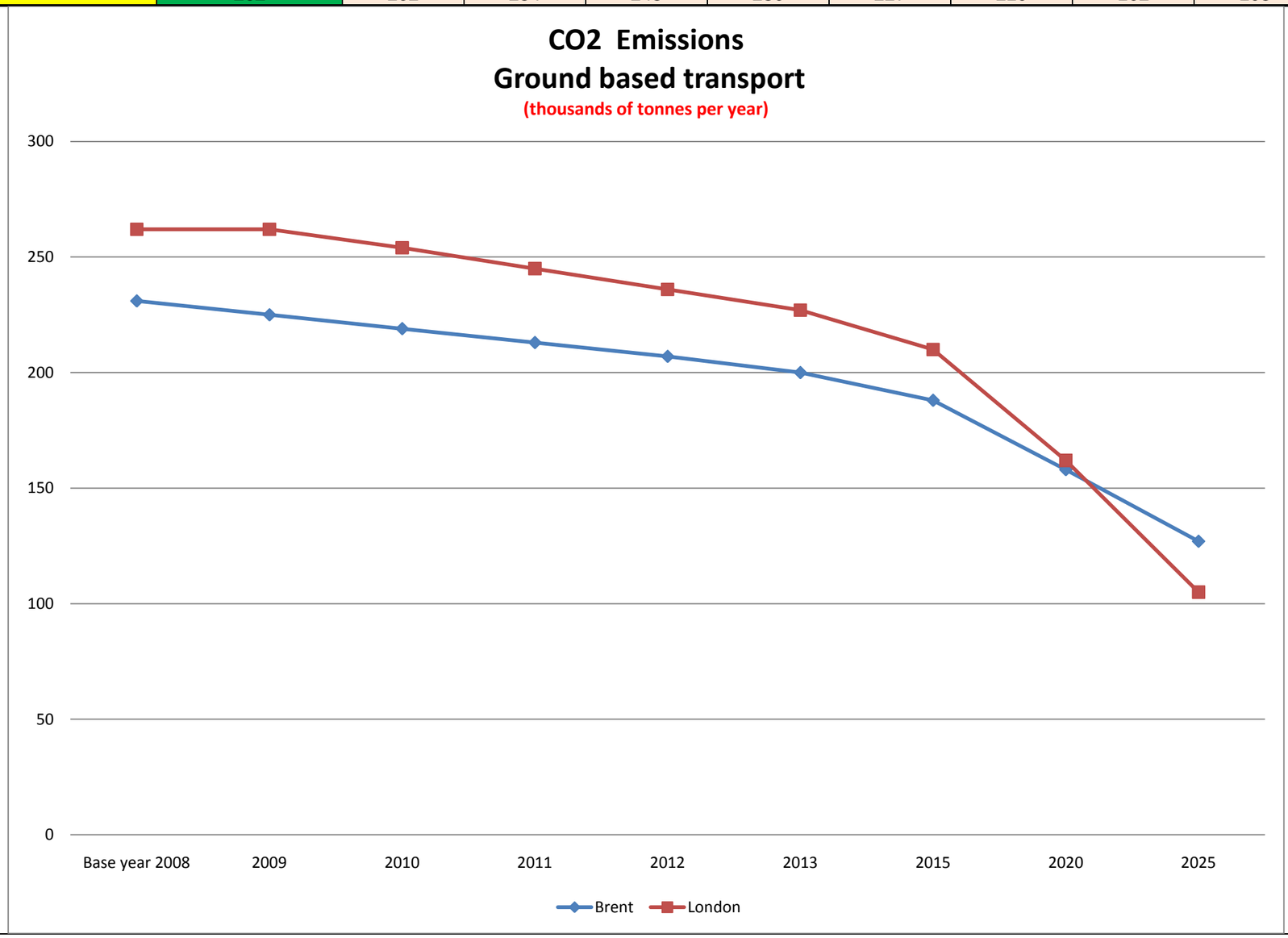
CO_2 emissions from ground-based transport in Brent	
Baseline	231 (2008)
Short-term (interim) target	200 (2013)
Long-term target	127 (2025)
Link between target, LIP objectives, and Delivery Plan	***Objectives:*** • Objective 1: Facilitating Regeneration. • Objective 2: Better Streets & Placemaking. • Objective 3: Securing Benefits From Hs2. • Objective 4: Excellent Network Management. • Objective 5: Parking. • Objective 6: Sustainable Transport & The Environment. • Objective 7: Orbital Bus Services. • Objective 10: Improving Customer Experiences Of The Underground & Overground Rail Network. • ***Delivery Plan:*** — There are many actions in the Delivery Plan that focus on encouraging sustainable modes of transport, and encouraging the uptake of low emissions vehicles. — annual funding for electric vehicle charging point provision (although the majority of electric vehicle charging points will be provided through other means e.g. planning obligations).
Evidence that the target is ambitious and realistic	The Council's total CO_2 emissions from ground-based transport in 2008 were **231** tonnes. The Council has set a target of reducing CO_2 emissions from ground-based transport to **30.8** (to **200.2** tonnes) by the end of 2013, and by **104** (to **127** tonnes) by 2025. The boroughs target of **200.2** tonnes in 2013 is seen as an ambitious target for the following reasons: • It is based on past performance; • Reduction in CO_2 emissions will be achieved through 2 key mechanisms: 1) reductions in total vehicle kilometres and 2) reductions in vehicle emissions;

	— According to the TfL LIP Benchmarking Tool 2010, as a % of all emissions in terms of transport-based CO2 emissions, Brent is ranked 15th/33 boroughs. This may be due to a number of factors including high volumes of through traffic (mainly due to the North Circular). The poor orbital public transport links (Wembley-Park Royal-Ealing) and CO_2 emissions from through traffic are beyond the Council's control. — It is likely that total vehicle kilometres in Brent will increase during the Monitoring Plan period (until 2013/2014) due to: 1) funding reductions will result in decreased investment in sustainable modes of transport. 2) Brent's population is predicted to increase over the next ten years. — Brent does not fully reap the benefits of LEZ restrictions on vehicle emissions as the LEZ does not cover large and highly trafficked areas of the borough. This exasperates the concerns regarding total vehicle kilometres. — Given the points above, Brent will be primarily reliant on the uptake of low emission vehicles to achieve reductions in $C0_2$ emissions. The uptake of these vehicles is largely beyond the Councils control, being heavily dependent on wider public and private sector initiatives to advance clean vehicle technologies and encourage uptake. It is unlikely that there will be a switch to cleaner vehicles during the initial Monitoring Plan period that will enable considerable reductions in CO_2 emissions from the vehicle fleet. However, the Council is optimistic that low emission vehicles will become cheaper and more accessible in the longer term, which will enable greater reductions in vehicle emissions to be achieved between 2014 and 2025. As such the longer term targets set by the Mayor (2025) are seen as more achievable.
Key actions for the Council	• Promote sustainable transport modes (walking, cycling, and public transport) e.g. public realm improvements, cycle lanes, bus priority, train station access, travel plans. • Local Target provision of electric vehicle charging points **8** by 2013/14 (and if applicable charging/fuelling infrastructure for other alternative fuelled vehicles). • Increase Car Club bays and membership • The Council will lobby TfL to ensure bus routes servicing Brent are priorities for the roll out of low emission buses *(this is important given Brent's reliance on the bus network).* • The Council will promote and raise awareness of fuel efficient driving techniques (e.g. through workplace travel plans and general promotional activities). • Encourage remote accessing of work (through travel plans). • Consider implementing emissions based parking charges following consultation in Autumn/Winter 2010/11. • The continued Local target of planting street trees at a rate of **20** per year up to **60** by 2013/14.
Principle risks and how they	• Funding restrictions and further reductions from TfL borough LIP allocation, and/or a reduction in funding from other potential sources (e.g. Major schemes funding, Council funding), resulting in delays/ limitations in implementation of

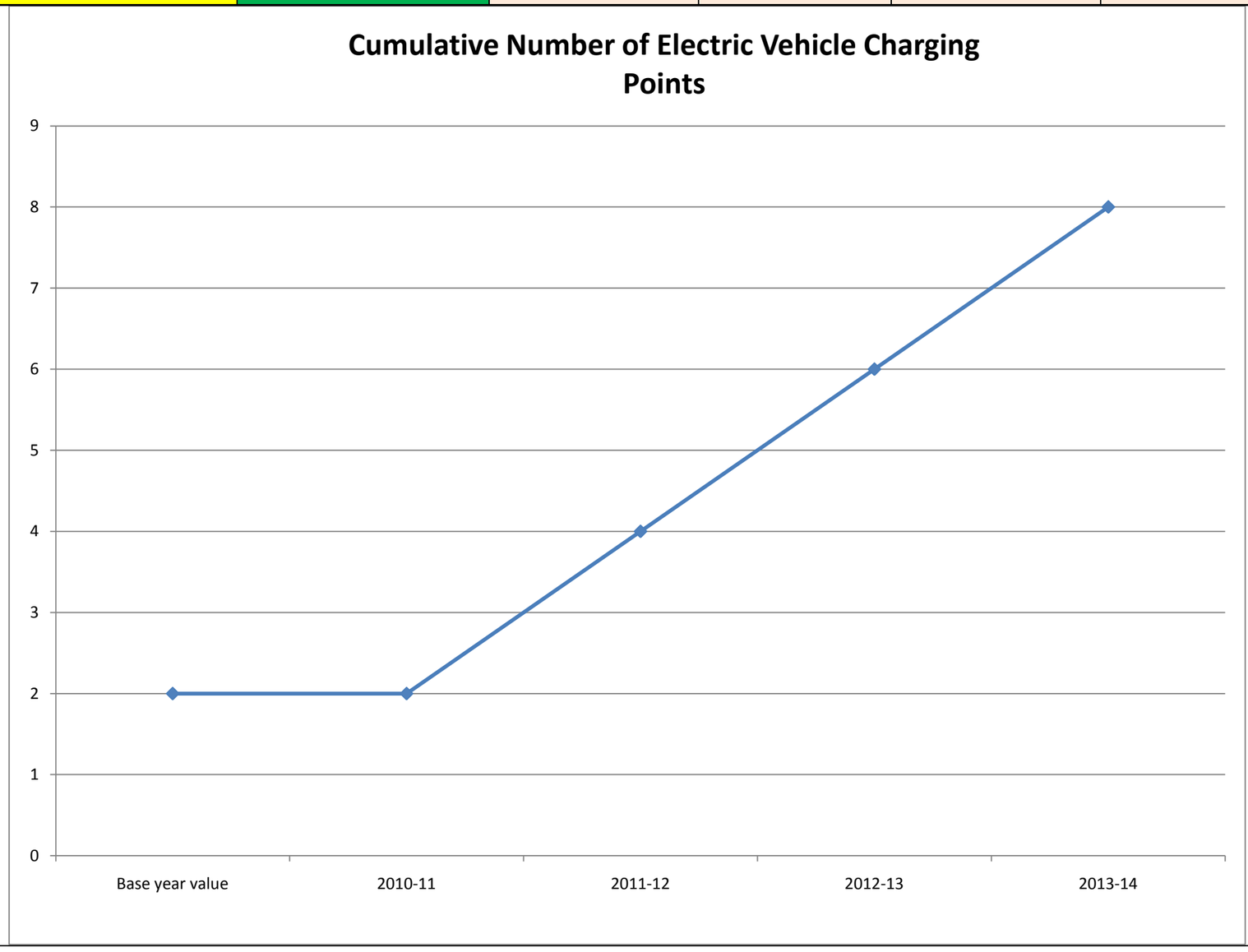
will be managed	schemes to achieve modal shift, reduce traffic levels, and increase the uptake of low emission vehicles. This risk of reduced funding is beyond the control of the Council. However risk can be managed by prioritising funding towards schemes that will have most impact on achieving targets (although schemes that only address climate change and not other transport objectives will receive lower priority e.g. electric charging points). • The uptake of low emission vehicles is slower than expected (i.e. factors outside the control of the Council such as lack of private sector, government, and other authorities' efforts to promote low emission vehicles). This risk is beyond the direct control of the Council it can be managed to some extent by prioritising schemes that achieve modal shift and reduce vehicle kilometres. • An increase in the borough's total vehicle kilometres. This risk is largely beyond the control of the Council but can be controlled to some extent through managing the demand for car travel by promoting sustainable transport modes and ensuring new development is located in areas with good public transport accessibility.
Keep progress against targets under review and address areas of over or under performance	• Review CO_2 emissions data annually. • Review the levels of walking, cycling, and bus use annually; are levels achieving performance targets? How can the Council increase uptake of these modes? • Review the mode share of cars and vehicle kilometres annually; is it increasing? Why? • Review the uptake and preferences towards alternatively fuelled vehicles. Is electric vehicle charging point provision satisfying demand/desires? • Re-evaluate the level of funding allocated to initiatives to reduce CO_2 emissions. • Consider the type of initiatives being used to reduce CO2 emissions.
Data Source	• GLA LEGGI Inventory

Target trajectory

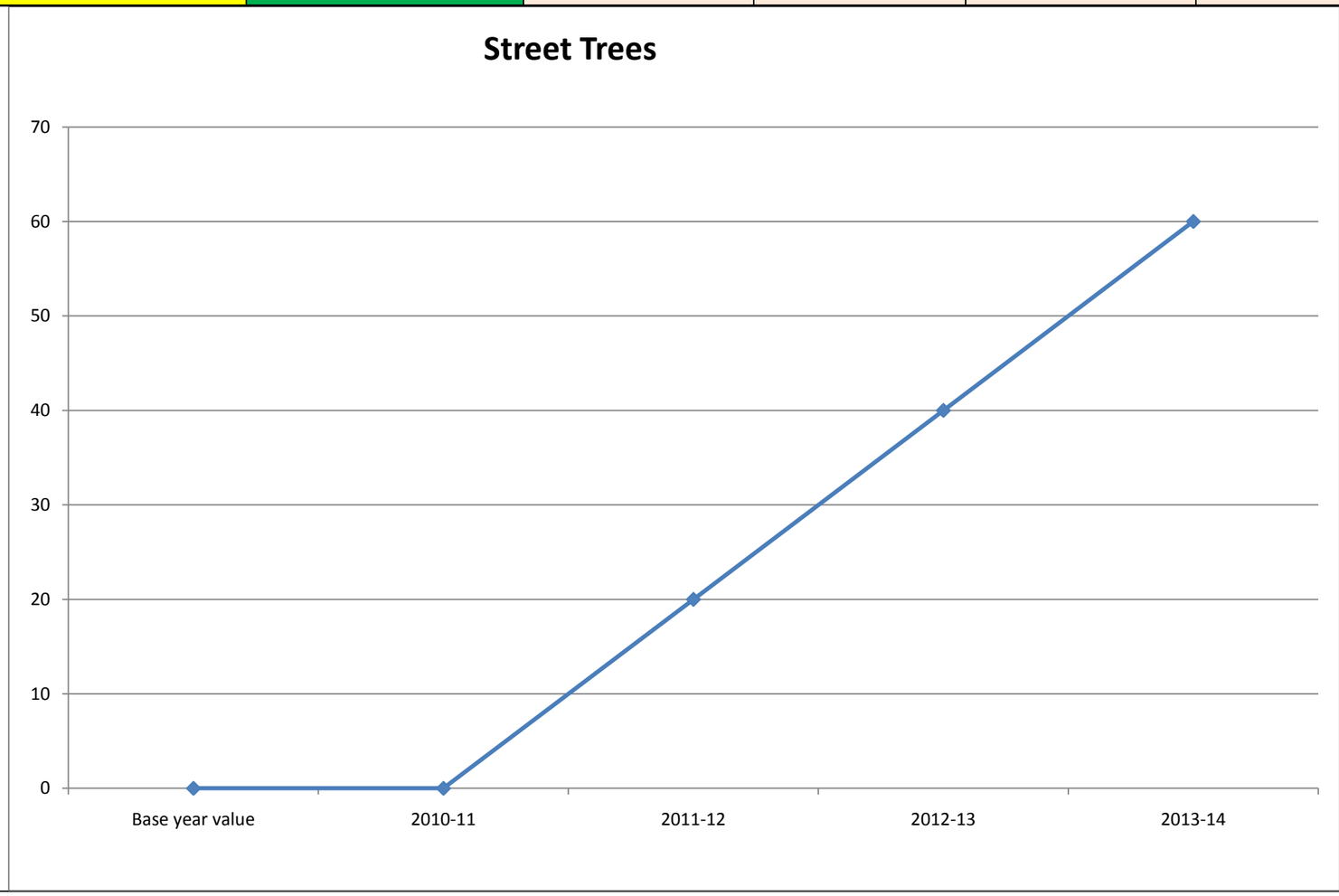
Year	Base year 2008	2009	2010	2011	2012	2013	2015	2020	2025
Brent	231	225	219	213	207	200	188	158	127
London	262	262	254	245	236	227	210	162	105



Target trajectory	Year	Base Year	2010-11	2011-12	2012-13	2013-14
	Brent	2	2	4	6	8



Target trajectory	Year	Base Year	**2010-11**	2011-12	2012-13	2013-14
	Brent	0	**0**	20	40	60



Brent Core Indicator Summary Table

Core indicator	Definition	Year type	Units	Base year	Brent	Ave per London Borough	Base year value	Long-term target year	Target year value	Trajectory data				Data source	% change from base to the long term target year
Mode share of residents	% of trips by walking	Financial	%	Ave 2006/2007 to 2008/09	31	31	31.0	2025/26	32.6	2010/11 31.1	2011/12 31.2	2012/13 31.3	2013/14 31.4	LTDS (Travel in London report 2) - from 2006/07. Only one set of figures is available.	5.16%
Mode share of residents	% of trips by cycling / no of trips	Financial	%	Ave 2006/2007 to 2008/09	1.3	2	1.3	2025/26	4.3	2010/11 1.35	2011/12 1.50	2012/13 1.70	2013/14 2.0	Specify LTDS or borough's own screenline counts. (Travel in London report 2)	230.8%
Bus service reliability	Excess wait time in mins EWT	Financial	Mins	2008/2009	1.2	1.1	1.2	2017/18	1.2	2010/11 1.2	2011/12 1.2	2012/13 1.2	2013/14 1.2	iBus. (Travel in London report 2)	0.0%
Asset condition - principal roads	% length in need of repair (Detailed Visual Inspection survey)	Financial	%	2009/10	7.9	9	7.9	2020/21	2.9	2010/11 7.1	2011/12 6.7	2012/13 6.2	2013/14 5.8	Detailed Visual Inspection (DVI) data supplied for each borough to TfL by LB Hammersmith and Fulham. (Travel in London	--63.29%

													report 2)	
Road traffic casualties	Total number of people killed or seriously injured	Calendar	Number	2006 to 2008 average	101	114	101	2020	71	2010 94	2011 93	2012 92	2013 87	London Road Safety Unit.	-29.70%
Road traffic casualties	Total number of people injured	Calendar	Number	2006 to 2008 average	865	872	865	2020	767	2010 854	2011 886	2012 892	2013 868	London Road Safety Unit.	-11.33%
CO2 emissions	CO2 emissions -Total ground-based transport	Calendar	Tonnes/year	2008	231	262.52	231	2025	127	2010 225	2011 219	2012 213	2013 200	Setting Targets for Second Round LIPS - Final v1.1. GLA's London Energy and Greenhouse Gas Emissions Inventory (LEGGI). (Travel in London report 2) (2025 target =126.36)	-45.02%

Please note: **The effect that proposed Major Schemes in Brent will have on these targets is outlined in the Delivery Plan.**

Appendix 1 - Brent LIP-2 Checklist.

May 2010 LIP Guidance Action
Officers have check to ensure that Brent's (draft) LIP-2 adheres to the May 2010 LIP Guidance Document, and resultantly, the Council / LIP-2:
Submitted their draft 2nd LIPs to TfL by **Monday 20 December 2010.**
Presented clear proposals for implementing the MTS and the evolving SRTPS at a local level and include a timetable for delivery and a date by which all the proposals will be implemented.
Provide robust justification based on local circumstances where proposed borough interventions will contribute to outcomes which are contrary to the MTS goals or explain why MTS goals not applicable.
Includes an evidence-based identification of Borough Transport Objectives, covering the period 2011-2014 and beyond, reflecting the timeframe of the MTS. This sections should provide the context for, and determine, the following two requirements...
Includes a costed and funded Delivery Plan of interventions including a programme of investment covering 2011-2014 or longer for proposed Major Schemes. This should be consistent with borough' 3 year funding allocations (2011-2014).
Includes a Performance Monitoring Plan, identifying a set of locally specific targets which can be used to assed whether the LIP is delivering its objectives and to determine the effectiveness of the delivery plan.
The Borough Transport Objectives section sets out the local context and geographical characteristics of the borough, identifies how the borough will work towards achieving the 5 MTS goals, identifies a set of locally specific LIP objectives which reflect Mayoral, sub-regional and local priorities, links to the SEA and EQIA, the NMD and the boroughs equality duty and take account of the commitments in TfL's Business Plan and Investment Programme.
The delivery plan provides the high-level programme of investment by year for 2011/12, 12/13 and 13/14 and by category across the main fundable LIP categories, identifying them separately.
The delivery plan identifies where project funding will be resourced

The delivery plan identifies which of the MTS goals and outcomes each programme 'category' supports
The delivery plan identifies how delivery of the Mayor's high-profile outputs will be supported at the borough level
The Delivery Plan section on Major Schemes funding outlines detail of the major scheme, it's borough 'priority', how it will be funded, when the Major scheme "application" is expected and how the proposed scheme would contribute to LIP objectives and targets including the impact on relevant targets and trajectories
The Performance Monitoring Plan presents how Brent agrees locally specific targets with annual milestones or trajectories for mode share, bus service reliability, asset condition, road traffic causalities and CO2 emissions. Interim targets should be set for 2013/14 with longer-term targets identified for a future end date when the impact of sustained investment will have had a chance to take effect (e.g. 2020/2011)
Demonstrates a clear link between Objectives, Delivery Plan and the Proposed Targets
Each target should has supporting evidence that it is both ambitious and realistic, given indicative funding levels, identifies key actions needed to achieve the target and identifies the principals risks to target achievement and how these will be managed.
Outlines how it is proposed to keep progress against targets under review and address areas of over or under-performance.
Will consult (between December 2010 and March 2011 with the relevant Commissioner of Police for the Metropolis, TfL, organisations that represent disabled people, other (relevant) London borough and any other person required by the Mayor to be consulted, providing evidence that all statutory consultees have been consulted during the LIP preparation and formal statutory consultation period and demonstrate how their views have been taken into account, highlighting additional organisations or groups that have been consulted.
Submitted a draft for consultation to TfL, as a statutory consultee, by 20 December 2010
links with key local frameworks such as "LAAs"
Is firmly grounded in evidence and analysis of local challenges and issues, within the broader context of the goals, challenges and outcomes contained within the MTS
Identifies how Brent will work towards achieving the MTS goals and address each of the challenges and outcomes in a manner that they consider will achieve the objectives of the MTS.
Addresses London's international, national, regional and local spatial context
Demonstrates strong linkage and understanding of the new emerging London Sub-Regional Transport Plans

Refers to the February "challenges and opportunities" document, on the extranet, p.22 LIP guidance see link
Takes account of TfL's Business Plan and Investment Programme in the borough transport objectives and delivery plan components of the LIP
Engages with the "Local Strategic Partnership" (LSP) and other local service providers.
Demonstrates strong linkage to the Sustainable Community Strategy (SCS)
Attempts to align the process of infrastructure planning to inform core strategies with wider transport planning objectives. The new LIP should therefore be closely aligned with the LDF.
Sets out the local context and geographical characteristics of their boroughs, including the relationship between the transport network and key issues such as land development, housing renewal and deprivation
Identifies a set of locally specific LIP objectives
Reflects the timeframe of the MTs (up to 2031)
Highlights aspirational objectives to highlight issues where boroughs wish to work with TfL or other partners to deliver a long-term solution.
Provides a supporting commentary on how the high level programme of investment has been derived
Provides a commentary on how the proposed packages/interventions will contribute to MTS goals
Sets out how revenue-based investment, policy decisions, and third party actions assist deliver the boroughs LIP objectives.
States how the principal of "Better Streets" is involved in the development of new schemes"
Highlights the range of options when identifying potential options, these should address issues relating to local town centres, local strategic corridors and neighbourhoods, and gateways to strategic networks.
the delivery plan contains a timetable for implementing each of the different proposed interventions and a date by which all proposals will be implemented
States that the delivery plan will be refreshed every three years
TARGETS - includes a completed version of PROFORMA B (app C in the Guidance doc). Provide details of each target set, including the base year

and baseline data.
Sets trajectories, with annual milestones, for each of the agreed mandatory targets. Presented each in the form of a simple graph
Has regard to the EIGHT Mayoral plans listed in 2.38 of the LIP Guidance document.
Considers the challenges of climate change in developing their second round LIPs
Considers policies and measures to improve the resilience of the transport network to the effects of climate change in Brent, for example, a potential increase in the incidence of extreme weather.
Boroughs are legally required to work towards meeting national air quality objectives
Presents transport packages of measures for areas that are at risk of not meeting EU limits for PM10s and NO2, as well as their hotspots where high concentrations of air pollutants present a risk to public health
Reviews and takes a fresh look at implementation proposals set out in LIP-1 or in other more up-to-date documents
Identifies key origin and destination points (e.g. town centres) connections to and between local centres, local strategic transport corridors and gateways to strategic networks e.g.- local tube stations, bus stations, interchanges and important road junctions) - MAPS
The Council has noted that:
Boroughs are NOT required to provide a detailed response to each of the Mayor's policies and proposals
TfL Does NOT require separate mode or policy-specific strategies and plans to be submitted - if boroughs have these they should simply be referenced.
Second LIP documents are intended to be SHORTER and MORE CONCISE than those produced for the first round!

Appendix 2. Brent: Average Vehicle Speeds and Average Vehicle Journey Times - from DfT data-sets.

Department for Transport statistics

Table CGN0201a

Average vehicle speeds (flow-weighted) during the weekday morning peak[1] on locally managed 'A' roads: by local authority, 2007/8 to 2009/10[2]

miles per hour

Rank	Region / local authority	Average speed 2007/8	2008/9	2009/10	*Percent change 2008/9 to 2009/10*
1	Tower Hamlets	14.7	14.8	16.2	*10.0*
2	City of London	8.9	9.1	9.8	*7.3*
3	Ealing	16.0	17.1	18.2	*6.0*
4	Brent	16.0	15.6	16.2	*3.8*
5	Camden	9.2	9.5	9.8	*3.0*
6	Newham	23.5	23.1	23.8	*3.0*
7	Lambeth	11.4	11.1	11.3	*2.7*
8	Havering	23.3	23.7	24.3	*2.7*
9	Redbridge	21.4	20.9	21.4	*2.5*
10	Lewisham	10.5	11.2	11.5	*2.4*
11	Inner London	12.4	12.7	13.0	2.3
12	Southwark	10.6	10.5	10.7	*1.8*
13	Bromley	18.9	18.8	19.1	*1.6*
14	**LONDON**	15.8	16.3	16.5	*1.3*
15	Westminster	11.2	11.2	11.3	*0.9*
16	Islington	10.0	10.2	10.3	*0.5*
17	Kensington and Chelsea	12.6	12.9	13.0	*0.4*
18	Croydon	15.4	15.4	15.4	*0.2*
19	Haringey	12.2	12.6	12.7	*0.1*
20	Outer London	17.8	18.5	18.5	*0.1*
21	Hounslow	15.1	16.4	16.5	*0.1*
22	Bexley	23.7	24.1	24.1	*0.0*
23	**ENGLAND**	24.7	25.1	25.0	*-0.3*

24	Hackney	12.5	12.8	12.8	*-0.3*
25	Barking and Dagenham	18.4	17.8	17.6	*-0.9*
26	Barnet	17.2	17.1	16.9	*-0.9*
27	Enfield	17.8	18.4	18.2	*-0.9*
28	Harrow	16.2	16.3	16.1	*-1.4*
29	Greenwich	14.5	16.6	16.4	*-1.7*
30	Hillingdon	23.4	24.7	24.3	*-1.8*
31	Waltham Forest	21.4	22.1	21.5	*-2.5*
32	Hammersmith and Fulham	13.0	14.5	14.1	*-2.8*
33	Wandsworth	11.6	12.1	11.8	*-2.8*
34	Merton	13.7	14.1	13.7	*-2.9*
35	Kingston upon Thames	20.9	23.3	22.6	*-3.1*
36	Richmond upon Thames	13.6	14.6	14.1	*-3.1*
37	Sutton	15.1	16.0	15.2	*-4.5*

1. Morning peak has been defined as 7am to 10am. Weekdays falling within school holiday periods excluded.
2. Academic years - September to July.

Source: DfT Congestion Data

Department for Transport statistics

Table CGN0201b

Average vehicle journey times (flow-weighted) during the weekday morning peak[1] on locally managed 'A' roads: by local authority, 2007/8 to 2009/10[2]

minutes per mile

Rank	Region / local authority	Average journey time 2007/8	2008/9	2009/10	*Percent change 2008/9 to 2009/10*
1	Tower Hamlets	4.08	4.06	3.69	*-9.1*
2	City of London	6.78	6.58	6.13	*-6.8*
3	Ealing	3.76	3.50	3.30	*-5.7*
4	Brent	3.75	3.84	3.70	*-3.7*
5	Camden	6.49	6.31	6.12	*-2.9*
6	Newham	2.55	2.60	2.52	*-2.9*
7	Lambeth	5.26	5.43	5.29	*-2.6*
8	Havering	2.58	2.53	2.47	*-2.6*
9	Lewisham	5.74	5.34	5.21	*-2.4*
10	Redbridge	2.80	2.87	2.80	*-2.4*
11	Inner London	4.82	4.71	4.60	*-2.3*
12	Southwark	5.64	5.71	5.61	*-1.8*
13	Bromley	3.17	3.19	3.14	*-1.6*
14	***LONDON***	***3.8***	***3.67***	***3.63***	***-1.3***
15	Westminster	5.37	5.38	5.33	*-0.9*
16	Islington	6.01	5.86	5.83	*-0.5*
17	Kensington and Chelsea	4.77	4.65	4.63	*-0.4*
18	Croydon	3.91	3.90	3.89	*-0.2*
19	Haringey	4.91	4.74	4.74	*-0.1*
20	Outer London	3.37	3.24	3.24	*-0.1*
21	Hounslow	3.97	3.65	3.64	*-0.1*
22	Bexley	2.54	2.49	2.49	*0.0*
23	Hackney	4.79	4.69	4.70	*0.3*
24	**ENGLAND**	**2.43**	**2.39**	**2.40**	***0.4***
25	Barking and	3.27	3.37	3.40	*0.9*

	Dagenham				
26	Enfield	3.38	3.26	3.29	*0.9*
27	Barnet	3.50	3.52	3.55	*1.0*
28	Harrow	3.69	3.67	3.72	*1.4*
29	Greenwich	4.15	3.60	3.67	*1.7*
30	Hillingdon	2.56	2.43	2.47	*1.9*
31	Waltham Forest	2.80	2.72	2.79	*2.6*
	Hammersmith and				
32	Fulham	4.61	4.15	4.27	*2.9*
33	Wandsworth	5.19	4.94	5.08	*2.9*
34	Merton	4.39	4.26	4.39	*3.0*
	Kingston upon				
35	Thames	2.87	2.57	2.66	*3.2*
	Richmond upon				
36	Thames	4.41	4.11	4.25	*3.2*
37	Sutton	3.96	3.76	3.94	*4.7*

1. Morning peak has been defined as 7am to 10am. Weekdays falling within school holiday periods excluded.
2. Academic years - September to July.

Source: DfT Congestion Data

Appendix 3 - Local Implementation Plan-2 - Equalities Impact Assessment.

Brent Council is committed to ensuring that the services it provides are relevant to the needs of all sections of the community and that our workforce is representative of the people it serves.

The Council aims to ensure that its services meet the varied individual needs and expectations of local people and that everyone has equal access to services, regardless of their race, heritage, gender, religious or non-religious belief, nationality, family background, affluence, educational ability, age, disability or sexuality. The Council recognises that services must be relevant, responsive and sensitive, and that the Council must be perceived as fair and equitable in its provision of services by our service users, by our partners and the wider community. The Council aims to ensure that our contractors and others who deliver our services also share our vision and values.

It is recognised that Brent is fortunate to possess a richly diverse community and the Council has an equally diverse workforce which reflects that community. The Council aims to undertake to recruit, develop and retain the most talented people by valuing the varied skills and experiences they bring to Brent Council; by investing in their training and development; by treating staff fairly and equitably; by combating harassment and discrimination at work, and by encouraging an honest and open culture which values the differences between us.

The Council recognises the important leadership role it has in promoting and encouraging tolerance, fairness and equality and in influencing other service providers and employers. Brent Council undertakes to work closely with local people, businesses, employers, voluntary and community groups and our other partners to build a more tolerant, compassionate and respectful place in which everybody can live and work.

In the May 2010 (Second) Mayor's Transport Strategy (MTS), the Mayor makes a clear commitment to developing an inclusive transport system that takes account of the needs of all Londoners. The MTS also recognises the key role that transport plays in addressing social exclusion by providing access to jobs, education, services and facilities. In addition, the Mayor is under a statutory duty to promote equality of opportunity and will take account of this when assessing a LIP.

The LIP Guidance requires boroughs to demonstrate how their LIP will meet the equality and inclusion objectives set out in the MTS. As part of this process the transport barriers for equality target groups (as defined by the Greater London Authority and other groups) have been a strong consideration:

- Women;

- Black and minority ethnic people;
- Children and young people;
- Older people;
- Disabled people;
- Homosexual, bisexual and trans-gender people;
- People from different faith groups.

To assist in the Mayor's assessment of the LIP, boroughs are asked to undertake an Equality Impact Assessment (EQIA) to demonstrate that the LIP does not have a negative impact on a particular equality target group, or that any adverse impacts identified have been appropriately mitigated. This assessment will also help demonstrate that the borough is meeting its duty under relevant legislation, such as obligations arising from the Race Relations Amendment Act and the Disability Discrimination Act (DDA) 1995.

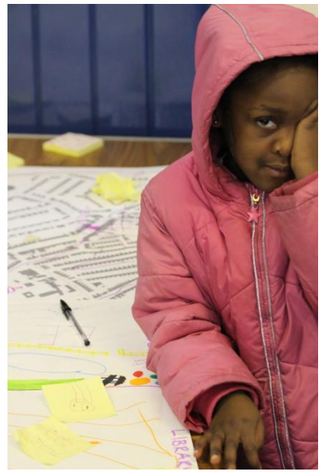
The purpose of an Equality Impact Assessment is to improve the quality of the Local Implementation Plan by making sure it does not discriminate and that, at all times, it promotes equalities and fulfils our duties under the Race Relations (Amendment) Act 2000. To this end, an EQIA will ensure that officers working for the Council think carefully about the likely impact of their work on the people that live in, work in and visit the Borough. The EQIA focuses on assessing and recording the likely equalities impact of a strategy, policy or project included within the LIP.

What is meant by an 'impact'?

Two possible impacts have been addressed in this assessment:

A **negative** or **adverse** – where the impact could disadvantage one equality target group or some equality target groups. This disadvantage may be differential, where the negative or adverse impact on one particular group of individuals or one equality target group is likely to be greater than on another.

An impact that will have a **positive impact** on an equality target group, or some equality target groups, or improve equal opportunities and / or relationships between groups. This positive impact may be differential, where the positive impact on one particular group is likely to be greater than on another.



For example, a targeted training programme for black and minority ethnic children would have a positive differential impact on black and minority ethnic children, compared with its impact on white children. It would not, however, necessarily have an adverse impact on white children. Equally, improvements to waiting times for buses at night could have a positive differential impact on women because of women's different and greater concerns for personal safety at night.

Context.

The following sections provide brief introductions to legislation that has implications for Brent in preparing this LIP and the development of the EQIA.

Race.

The Race Relation Act 1976, as amended by the Race Relations (Amendment) Act (RRAA) 2000, makes it unlawful to discriminate against anyone on the grounds of race, colour, nationality, or ethnic or national origin.

The Act applies to discrimination in employment, education, housing and provision of goods, facilities and services (including the provision of facilities for travel and transport). In broad terms, the RRAA outlaws three types of behaviour: direct discrimination, indirect discrimination and victimisation.

Disability.

The Disability Discrimination Act (DDA) 1995 prohibits discrimination against disabled people. The DDA applies to discrimination in employment, education and the provision of goods, facilities and services. Part V of the Act deals specifically with public transport.

The DDA protects disabled persons against discrimination by employers in all aspects of employment. The Act imposes a duty on employers to make adjustments to accommodate the needs of a disabled person where the employer's working arrangements or premises place the disabled person at a substantial disadvantage.

Transport Infrastructure is covered by Part II of the Act, placing a responsibility on the service provider to make 'reasonable' adjustments to its policies, practices and procedures to make the service accessible to disabled people. The first part of Part III of the Act has been in force since 1999. The second part of Part III of the Act came into force in October 2004 and deals with changes to the physical fabric of the infrastructure. Service providers are required to take reasonable steps to 'remove physical barriers' to make the service accessible.

Disability Discrimination Act (Amendment) Regulations 2003 amend the DDA 1995 to ensure the Act is consistent with the requirements of the EU Employment Framework Directive. Changes include the removal of the small employer exemption and currently excluded categories of employment, and the extension of the Act to cover the police, partnerships, barristers, qualification bodies and more office and post-holders.

Human Rights Act 1998.

The Human Rights Act applies to public authorities and incorporates 'Convention rights' into UK law. These are rights proclaimed by the European Convention of Human Rights e.g. the right to respect for private and family life and the right to freedom of expression. These rights may be used to extend protection to individuals, who otherwise are not protected by UK discrimination law (for example, gay people and religious and political groups).

Equalities Impact Assessment of the Local Implementation Plan.

Introduction

This Equalities Impact Assessment (EQIA) looks at the Policy as it is in place and any evidence for impact on different groups. Evidence is gathered from consultation exercises, complaints received and monitoring information that may have been gathered.

The assessment sets out how to implement monitoring and assessment procedures on the impact of the policy on different groups. It follows the 'Equality Impact Assessment Completion Form' structure supplied by the Corporate Diversity Team and covers the diverse groups suggested in the Equalities Training program that was introduced by Brent Council back in 2003.

The Local Implementation Plan was assessed to ensure that the needs of all groups in the borough have been taken into account for as far as possible with regard to policy development, consultation and other matters.

BRENT COUNCIL EQUALITIES IMPACT ASSESSMENT FORM
Please note that you must complete this form if you are undertaking a formal Impact Needs/Requirement Assessment. You may also wish to use this form for guidance to undertake an initial assessment of screening. Yse this form for new and existing policies. Where a question is not applicable to your assessment, please indicate.

1. What is the name of the service/policy/procedure/project etc to be assessed?

Brent's Second Local Implementation Plan 2011-2014.

2. Briefly describe the aim of the service/policy etc. What needs or duties is it designed to meet? How does it differ from any existing services/policies etc in this area?

The Local Implementation Plan (LIP) is a statutory, corporate document that will set out how the Council intends to facilitate deliver of the Mayor's Transport Strategy across the full range of services the Council provides. As part of the Greater London Authority Act 1999, all London Boroughs have a legal obligation to prepare a LIP.

The LIP-2 sets out how Brent will work towards the 6 MTS overarching goals of:
1) Supporting economic development and population growth;
2) Enhancing quality of life for all Londoners;
3) Improving safety and security of all Londoners;
4) Improving transport opportunities for all Londoners;
5) Reducing transport's contribution to climate change, and improving its resilience;
6) Support delivery of the London 2012 Olympic and Paralympic Games and its legacy.

3. Are the aims consistent with the council's Comprehensive Equality Policy?

Yes the aims are consistent with the C.E.P.

4. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/age/health etc? What are the reasons for any adverse impact?

The LIP has been written to promote equality and enhance the

environment for all. Many of the Mayor's Policies and Priorities are supported by "LIP Proposals Forms" that the Council would like to implement in the future – subject to securing funding. Every one of these Proposals assesses the potential positive or negative impact from a diversity/equalities perspective.

The LIP will have an effect on every member of the community in Brent. However, it is specifically geared to reducing discrimination for certain diverse groups such as those with disabilities, learning needs, people facing social exclusion, and more vulnerable users of the transport network, including women and children travelling at night and ethnic minority groups. There are specific Brent documents and national legislation/policies in place to make the local environment inclusive for these groups, referenced throughout the LIP-2. Officers are minded that there is no evidence to suggest an adverse impact on any of the groups listed.

5. Please describe the evidence you have used to make your judgement. What existing data (for example qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you have used to make your judgement separately (by race, gender, disability etc).

The Consultation Draft Local Implementation is subject to local consultation:

> Articles in The Brent Magazine explained the UDP and gave information on how to take part in the consultation.
> The consultation draft of the LIP will be published in an easily accessible format on Brent Council's Internet site, with an email address for consultation purposes and details (email and telephone) contact details for the lead officer to address and record individual concerns;
> The draft LIP was presented at the all the Area Forums.
> The document was presented at a December Highways Committee meeting for debate and discussion, which the public are free to attend. The LIP-2 will be discussed in its final (pre-TfL submission) format to a March 2011 Highways Committee.

6. Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to the provisions of the Disability Discrimination Act and the Regulations on sexual orientation and faith (if applicable).

Officers have not identified any new unmet needs/requirements which may affect specific groups. However, issues that arose and that could be taken as a 'majority' view will influence the Final LIP.

7. Have you consulted externally as part of your assessment? Who have you consulted? What methods did you use? And what have you done with the results, i.e. how do you intend to use the information gathered as part of the consultation?

The Mayor consulted extensively on the Transport Strategy prior to finalising, this took place in 2009/10. The Council responded to the draft Transport Strategy as part of the formal consultation process. Every significant transportation project the Council undertakes is subject to thorough public consultation.

Previous consultation that Brent has undertaken which has fed into the development of the draft LIP document. Consultation was carried out on the Draft LIP – and will inform/shape the Final LIP.

8. Have you published the results of the consultation; if so where?

This will be done in the future (March 2011) Highways Committee Report.

9. Is there public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?

There is no notable public concern that the LIP-2 had been developed in a discriminatory fashion. However, there is public concern, officers are advised by the public at Council Area Consultative Forums - relating more to the functions/services - as opposed to the "policies" included within the LIP. For example, poor facilities exist in parts of Brent for pedestrians and cyclists and people with mobility impairments – a result of lack of investment and general upkeep throughout the 1980s/90s. It is acknowledged that the LIP was implemented to counter this lack of investment.

Other areas of criticism include the ramps on new 'low floor fully accessible' buses occasionally failing to work properly, and certain Underground and Overground rail stations lacking ramp/lift facilities. The purpose of the LIP is to highlight these issues and promote better liaison between those responsible for this and the needs of the community.

10. If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality opportunity, if it will help eliminate discrimination in any way or encourage or hinder community relations.

The second Local Implementation Plan contains progressive policies and proposals for transportation that will, among other things, reduce the degree to which people feel discriminated against by the design and implementation of schemes. The Council's strong/robust Road Danger Reduction approach (reflected in the LIP-2 "Ten Point Plan for Improving Transport in Brent" commits the Council to developing schemes that place vulnerable road users (disabled people, elderly people, children, pedestrians and cyclists) at the top of the transport hierarchy, so that in all schemes the potential to encourage more widespread use of the sustainable and inclusive modes is assessed. The policy direction adopted by the Council will contribute to reducing the degree to which people feel discriminated against, excluded or disadvantaged by the Council's transport policies and implementation.

Furthermore, the Council is committed to improving the degree to which the public are engaged in the transport planning and design process, subject to available resources and the appropriateness of various consultation methods. One example of this is the "Harlesden Town Charter", detailed within the LIP-2. This will enable the Council to continue steadily improving its relations with the public and foster better relations within the community itself.

11. If the impact cannot be justified, how do you intend to deal with it?

The Council will endeavour at all times to strike the right balance

between the needs of specific groups and individuals and those of the wider community. The policies of the LIP are directed towards achieving the aim of an increasingly equitable transport system for everyone.

12. What can be done to improve access to/take up of services?
13. What is the justification for these measures*?*

n/a.

14. Please provide separate evidence of how you intend to monitor in future.

Consultation and Monitoring Process for the future Local Development Framework (LDF).

All consultation questionnaires, surveys, forums and focus groups to include a monitoring sheet with anonymous details of the following:

- Disability
- Gender
- Age range
- Ethnicity – to follow the census differentiation and guidance supplied by the Corporate Diversity Team.
- Religion – this is not currently required, but given the fact that one of the comments and objections received was around the issue of religion, it should be included in future consultation monitoring.
- Sexuality – this is not currently required and none of the comments and objections were around the issue of sexuality. However, the Corporate Diversity should be approached for confirmation of exclusion of this criteria.
- Whether the objector is representing themselves or a company/organisation.

1. Continue with the good use of the Area Forums to bring specific points for consultation,
2. Use the Brent Disability Forum to act as a focus group in future.

15. What are your recommendations based on the conclusions and comments of this assessment?

Officers recommend that the very nature of LIP-2 means that is facilitates inclusivity and equalities as opposed to worsening any existing problems or issues.

16. If equality objectives and targets need to be developed, please list them here.

N/A.

17. What will your resource allocation for action comprise of?

N/A.

Signed by the manager undertaking the assessment

Principal Transport Planner.
Highways & Transport Delivery.
December 19, 2010.

Appendix 4 - Smarter Travel / Sustainable Transport events proposed for 2011-2012

Event Name	Target Audience	Location	Mode Focus	Proposed Start Date	Proposed Finish Date	Inspire?	Go London?	Change for Life?	Status?	Contact Person
2010										
Walk to Work Week	Workplace Organisations	Brent	Walking	2010 April 26	2010 April 30					
Walk to School Week	Schools	Brent	Walking	2010 May 17	2010 May 21					
Cycle Challenge	All individuals in Brent	Brent	Cycling	2010 June	2010 June					
Bike Week	The public	Brent	Cycling	2010 June 12	2010 June 20					
European Mobility Week	The public	Brent	All Sustainable Modes	2010 June 16	2010 June 22					
Gladstonebury Festival	The community	Willesden, Dollis Hill, Cricklewood	All Sustainable Modes	2010 June 20						
Queensbury Eco Festival	The community	Kingsbury	All Sustainable Modes	2010 June 27						
Respect Festival	The community	Brent	All Sustainable Modes	2010 July 04						
Big WOW	Schools	Brent	Walking	2010 October						
Walk to School Month	Schools	Brent	Walking	2010 October						
Workplace Walking Challenge	Workplace Organisations	Brent	Walking	2010 October						
2011										
Walk to Work Week	Workplace Organisations	Brent	Walking	2011 April 25	2011 April 29					
Walk to School Week	Schools	Brent	Walking	2011 May 16	2011 May 20					
Cycle Challenge	All individuals in Brent	Brent	Cycling	2011 June	2011 June					
Bike Week	The public	Brent	Cycling	2011 June 11	2011 June 19					
European Mobility Week	The public	Brent	All Sustainable Modes	2011 June 15	2011 June 21					
Gladstonebury Festival	The community	Willesden, Dollis Hill, Cricklewood	All Sustainable Modes	2011 June 19						
Queensbury Eco Festival	The community	Kingsbury	All Sustainable Modes	2011 July 03						

Biking Borough Workplace Cycle Challenge Promotion Northwick Park Hospital HA1 22 June 2011

Biking Borough Schools Event at Maloriees School, NW6 23 June 2011

Dr Bikes at Northwick Park Hospital Education Centre HA1 9 July 2011

Dr Bikes at Kingsbury High School NW9 9 July 2011

Northwest Two and Pinemartin Residents Associations Joint Residential Cycling Promotion September 2011 tbc

Open House and Local History Cycle Challenge September 2011 (jointly organised with Libraries, Culture and Heritage Depts.)

Big WOW

Appendix 5 - Policy Background and References

The following Policy Documents and Reports have informed Brent's Cycling Strategy 2011-2014 (the list is not exhaustive) :-

NATIONAL:

NHS Promotion of Cycling and Travel Plan Strategy (2010)

REGIONAL:

Mayor's Transport Strategy (2010)

Transport for London Cycling Revolution Report (May 2010)

Outer London Commission Report (2009)

Transport for London Cycle Safety Action Plan (March 2010)

London Cycling Benchmarking Report (July 2008)

TfL Guidelines on Workplace and Residential Travel Plans

Sustrans Bike-It London Project Review (2009)

BOROUGH:

Brent Council LIP(1), Brent's LIP Funding Submission (2011-2012) and Brent LIP(2) indicative programme of schemes (2011-2014)

Brent Council Local Development Framework, and Core Strategy and Site Specific Allocations (under consultation)

Brent Council Air Quality Action Plan(2005-2010)

Brent Sports and Physical Activity Strategy (2010-2015)

Brent Community Strategy (2006-2010)

Brent Council Corporate Strategy (2006-2010)

Brent Council Carbon Management Strategy and Implementation Plan (2006-2011)

Brent Climate Change Action Plan

Brent Policy and Regeneration Unit : Access to Health Facilities Report

Brent Obesity Strategy (2010-2014)

Brent Sustainable Modes of Travel Strategy (2009)

NHS Brent Carbon Reduction Strategy.

Appendix 6 - Strategic Environmental Assessment

Due to the size of the Strategic Environmental Assessment documents, they will be attached to this LIP-2 (draft) TfL submissions as separate (free-standing) documents.

The lead officer for the (draft) second Local Implementation Plan (LIP-2) is Adrian Pigott, Principal Transport Planner, based in the Policy Team, Highways and Transport Delivery Service, Brent Council.

Adrian would be more than happy to discuss any aspect of this draft document with members of the public, and can be contacted on:

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