

# Brent Long Term Transport Strategy Review

DRAFT FOR  
CONSULTATION

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Brent Council and our partners continue to work hard to improve transport and travel in Brent. We have implemented a range of schemes and initiatives in recent years, particularly aimed at promoting walking and cycling, improving air quality and reducing road casualties. However, despite this good progress, we are acutely aware there are still considerable challenges to address.

This revised draft Long Term Transport Strategy (LTTS) outlines the Council's priorities for building on our achievements to date, whilst delivering further improvements to the transport system in Brent. This includes tackling long-standing issues around congestion and poor air quality, which continue to blight some of our communities; and to address wider issues around poor public health, social inequalities and climate change. We also need to secure those transport improvements that are vital for delivering new housing and jobs in the borough, such as the West London Orbital rail link, whilst being mindful of the need to create sustainable, inclusive places.

Central to achieving this, and a cornerstone of this strategy, is a requirement to reduce the number of journeys made by private vehicles, particularly for shorter journeys, whilst bringing about a step-change in the use of more active, efficient and greener modes of transport. This will

not be easy to achieve and will likely require some tough choices to be made. Certainly, if we are to see a repeat of the historically low levels of road traffic and significant increase in levels of walking and cycling experienced at the start of the COVID-19 pandemic, at the very least we will need to make our streets and neighbourhoods much safer, healthier and more welcoming for pedestrians and cyclists.

With this in mind, we have developed a strategy which includes a comprehensive package of interventions which we believe will help deliver our objectives whilst ensuring we achieve the overarching Borough Plan vision of 'Building a Better Brent'. The strategy has taken into consideration wide ranging feedback as part of recent and ongoing consultations, including the Brent Covid-19 Transport Recovery Plan and the Brent Active Travel Programme consultations. Subject to the availability of funding, we aim to deliver vital new cycling and walking infrastructure and improvements to the street environment and public realm, targeted road safety improvements and casualty reduction measures, and greater provision for low/zero-emission vehicles. We are committed to ensuring that the proposals within the LTTS are delivered as they will make a real and lasting difference to those who live, work and do business in the borough.



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## Executive Summary

### Introduction and Wider Context

The Brent Long Term Transport Strategy 2015-2035 (LTTS) provides the strategic direction for investment in transport in Brent, with the overarching aim of improving transport options for all and to reduce the negative impacts of travel on the borough.

Since the publication of the strategy in 2015 some good progress has been made in key areas – particularly in relation to increasing levels of sustainable travel and reducing casualties on our road network. In addition, a range of schemes and initiatives have been implemented aimed at promoting walking and cycling, tackling vehicle emissions and reducing road casualties.

Despite this, it is clear more still needs to be done – particularly in respect of reducing the environmental and health impacts of traffic in the borough; and making the transport system in Brent safer and more inclusive. To reflect this and in light of changes to circumstances and new policies and priorities, the LTTS is being reviewed.

### Transport Issues and Objectives

Section 2 of the draft LTTS provides an overview of the borough and highlights the various transport and wider challenges we face and the principal opportunities to overcome them. It also sets out our overarching aims and objectives.

Despite good progress having been made in recent years, there are still considerable challenges to address, including long-standing issues around congestion, poor air quality and road safety; as well as pressing issues such as poor public health, social inequalities and climate change. The current Covid-19 pandemic has also led to additional challenges, but also provides the opportunity for the Council to explore new ideas.

The draft LTTS objectives – which have been formulated based on the various challenges and opportunities identified and to take account of key national, Mayoral and borough policies and priorities – are:

- A. Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities
- B. Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples' health and wellbeing
- C. Improve safety and security across the transport network
- D. Create healthier, more resilient and more welcoming streets and neighbourhoods
- E. Secure transport improvements vital for delivering new housing and jobs and to connect our diverse communities
- F. Mitigate the transport and related impacts of new development and create sustainable, inclusive places

### High-Level Delivery Plan

Section 3 sets out the overarching Delivery Plan – the combination of short, medium and longer-term measures focused on addressing the various issues and achieving the LTTS objectives. It also provides details of how these might be funded; and highlights the key role our communities will play in shaping projects and schemes. Amongst the range of measures and interventions include scope for:

- New/improved cycling and walking infrastructure – including dedicated cycling and walking links to key destinations in the borough;
- Selective vehicle management measures – including the potential for more Healthy Neighbourhoods and School Streets;
- Greater provision for low/zero-emission vehicles;
- Targeted road safety improvements and casualty reduction measures;
- Improvements to the street environment and public realm – to include additional tree planting and other 'green' infrastructure;
- New bus and rail links/services to the borough's growth areas and additional capacity on existing rail services and bus routes;
- Capacity and access enhancements at key stations and transport interchanges.

### Performance Management and Monitoring

Section 4 sets out the proposed performance management and monitoring arrangements – an important element of the LTTS and one which will contribute to understanding progress in delivering the strategy objectives. It details the key performance indicators and targets which the Council and its partners will work towards over the lifetime of the plan, including:

- Increasing walking, cycling and public transport mode share to 80%;
- Increasing the percentage of people doing at least 20 minutes of active travel a day to 70%;
- Achieving a 10% reduction in car ownership and the volume of traffic on our roads;
- Achieving net zero CO2 emissions; and reducing NOx and particulate emissions significantly;
- Eliminating all deaths and serious injuries from road collisions; and reducing the total number of pedestrian, cyclist and PTW casualties by 80%;
- Increasing the proportion of residents who have access to frequent public transport services and a safe and pleasant cycle network.

## 1. Introduction and Wider Context

### What is the Long Term Transport Strategy and why are we reviewing it?

- 1.1 The Brent Long Term Transport Strategy 2015-2035 (LTTS) provides the strategic direction for investment in transport in the borough, with the overarching aim of improving transport options for all and to reduce the negative impacts of travel on the borough. Among the key priorities outlined in the strategy are a commitment to reducing air pollution, improving road safety and the creation of a sustainable and inclusive transport network that can be accessed by everyone.
- 1.2 Since the publication of the strategy in 2015 some good progress has been made in key areas – particularly in relation to increasing levels of sustainable travel and reducing casualties on our road network. In addition, a range of schemes and initiatives have been implemented aimed at promoting walking and cycling, tackling vehicle emissions and reducing road casualties.
- 1.3 Despite these achievements, it is clear that more needs to be done – particularly in respect of reducing the damaging environmental and health impacts of traffic in the borough – levels of which remain very high; and making the transport system in Brent safer and more inclusive. To reflect this and to take account of a raft of new national, London-wide and borough plans and policies around issues such as active and sustainable travel, air quality, climate change, and equalities; plus the impacts of and opportunities arising from the current Covid-19 pandemic; a review of the LTTS is being undertaken.

### Progress to date

- 1.4 Over the last five years the Council and its partners have been successful in delivering an extensive programme of transport and public realm improvements and meeting a range of environmental and safety targets. Notable achievements include:

An increase in the number of daily trips made by public transport – up from

**202,000 in 2016  
to 222,000 in 2020.**

The overall mode share for Walking, Cycling and Public Transport has also increased to

**69%**  
– one of the highest figures for an outer London borough.

The number of people killed or seriously injured on the borough's roads continues to fall, with

**119 such casualties in 2019**  
– down from **150 in 2016.**

Delivery of over **30 school streets** – making the journey to school safer for pupils and significantly reducing people's exposure to harmful vehicle emissions. In addition, resident parking permits are now carbon emissions based, with higher charges levied against petrol and diesel vehicles.

A corresponding reduction in car ownership, with the number of registered vehicles in the borough down from over

**101,000 in 2016 to 97,000 in 2019.**

At the same time, Car Club membership in Brent has risen from around

**4,000 in 2016 to over 10,000 in 2020 – a 150% increase.**

Installation of over **150 on-street** Electric vehicle charge points between 2018 and 2020, with around another **300 planned** for installation in 2021.

Recent data from ZapMap reveals that around **34% of on-street** households in Brent are within 5 minutes' walk of a public charger.

# Current policy context

1.5 The LTTS does not sit in isolation and is closely aligned with a wide range of other plans and strategies. The Mayor of London's Transport Strategy (MTS) provides the broad framework and narrative for the LTTS. Similarly, the strategy aligns with the Borough Plan and emerging Brent Local Plan. A summary of the main national, London and borough plans and policies developed since the LTTS was first published and the relationships between these is illustrated in Figure 1.1, below:

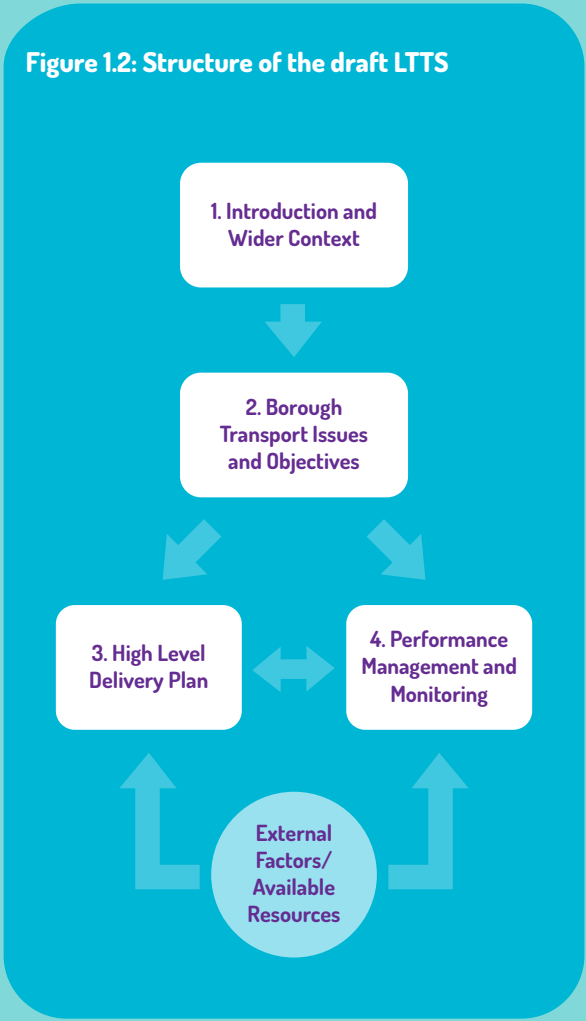


## Plan structure

1.6 Figure 1.2 illustrates the structure of the draft LTTS and arrangements of the different sections within it. Section 2 provides an overview of Brent and the main transport problems facing the borough and sets out the overarching strategy aims and objectives. Details of the range of measures and interventions to address the various issues and improve transport in Brent are set out in Section 3. Section 4 outlines the monitoring arrangements for the strategy, including details of the various performance indicators and targets.



Figure 1.2: Structure of the draft LTTS



# 2. Transport Issues and Objectives

2.1 This section provides background information about Brent, including details of its geography, economy and social demographics; an overview of transport in Brent, including details of infrastructure and services in the borough, along with information on recent travel trends; and a summary of the key problems currently experienced, as well as potential future challenges and opportunities. It also sets out the overarching strategy aims and objectives – in turn providing the context for the High-Level Delivery Plan in the following section.

## About Brent

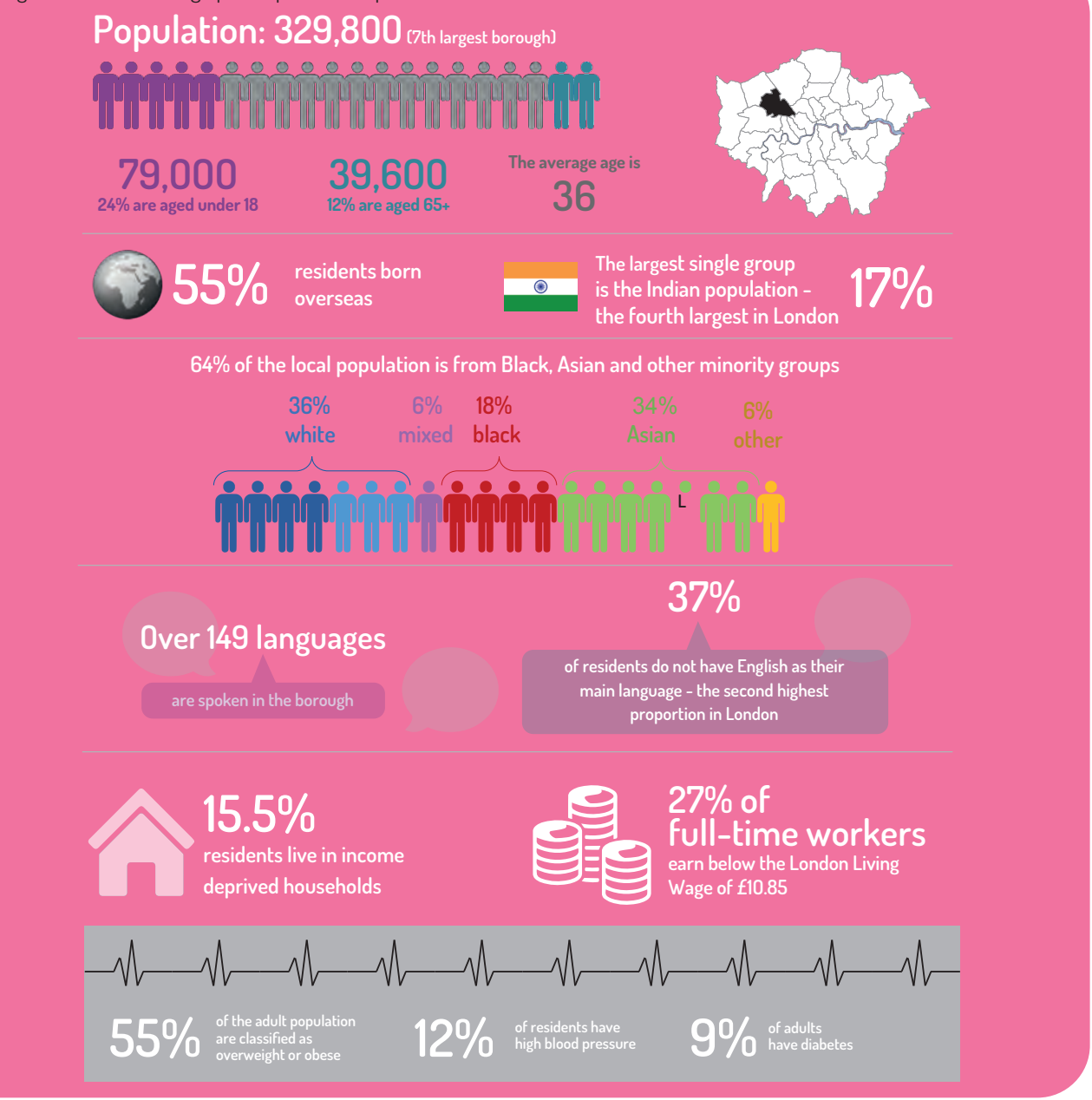
2.2 Brent is situated in North West London. Covering an area of 4,325 hectares the borough is principally residential in character but also has significant areas of employment land and green space. It is also the capital's seventh most

populous borough, with a population of 329,800. Brent is the second most ethnically diverse borough in London – 64% of the local population is from Black, Asian and other minority groups and over 149 different languages are spoken.

2.3 Brent's key advantages are its good road and rail links to central London; and its proximity to major employment centres such as Park Royal, Brent Cross and Heathrow Airport. In addition, the borough is predominantly flat which is advantageous for walking and cycling trips.

2.4 Figure 2.1 summarises the key demographic and socio-economic characteristics of the borough, providing information on population, employment, public health and housing. This information provides the key to understanding the rationale behind the LTTS objectives and delivery plan.

Figure 2.1: Brent borough profile public transport network





# Transport and travel in Brent

- 2.5 Figures 2.2 and 2.3 provide an overview of the nature and extent of the transport system in Brent, including the highways, public transport and cycling/walking networks serving the borough.
- 2.6 Recent trends and developments relating to transport and travel in Brent include:
  - Road traffic volumes have increased in recent years with the number of vehicle miles travelled on the borough

- road network rising from 582 million in 2015 to 682 million in 2019, before falling back to 585 million in 2020;
- 31% (circa 189,000) of all daily trips in Brent were made by private vehicle (car/motorcycle/taxi) in the period 2017/18 – 2019/20 – below the Outer London average of 43%;
- The number of daily trips made by public transport (rail/underground/bus) increased from 206,000 in 2015/16 – 2017/18 to 222,000 in 2017/18 – 2019/20 – a 7% increase;

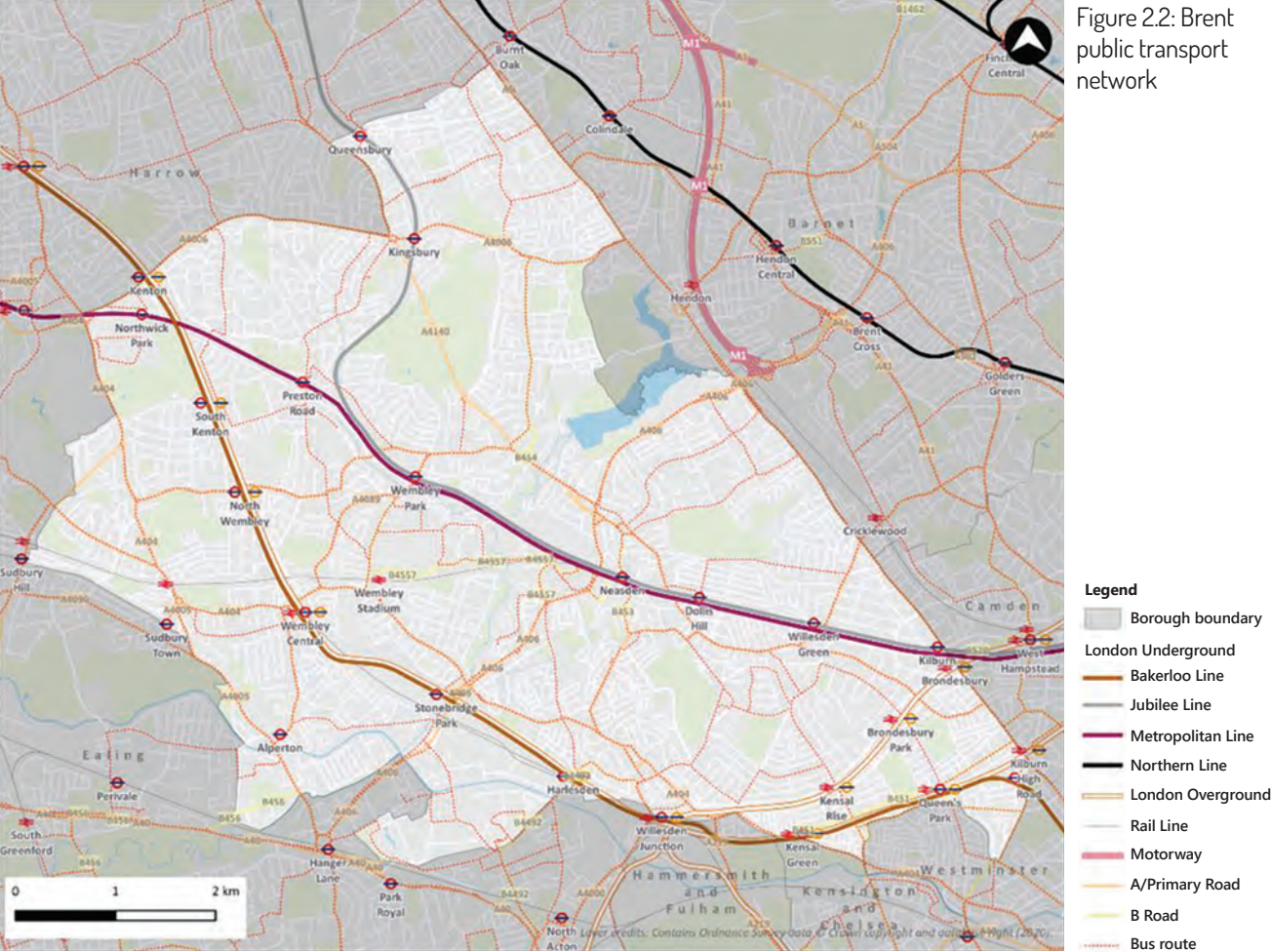
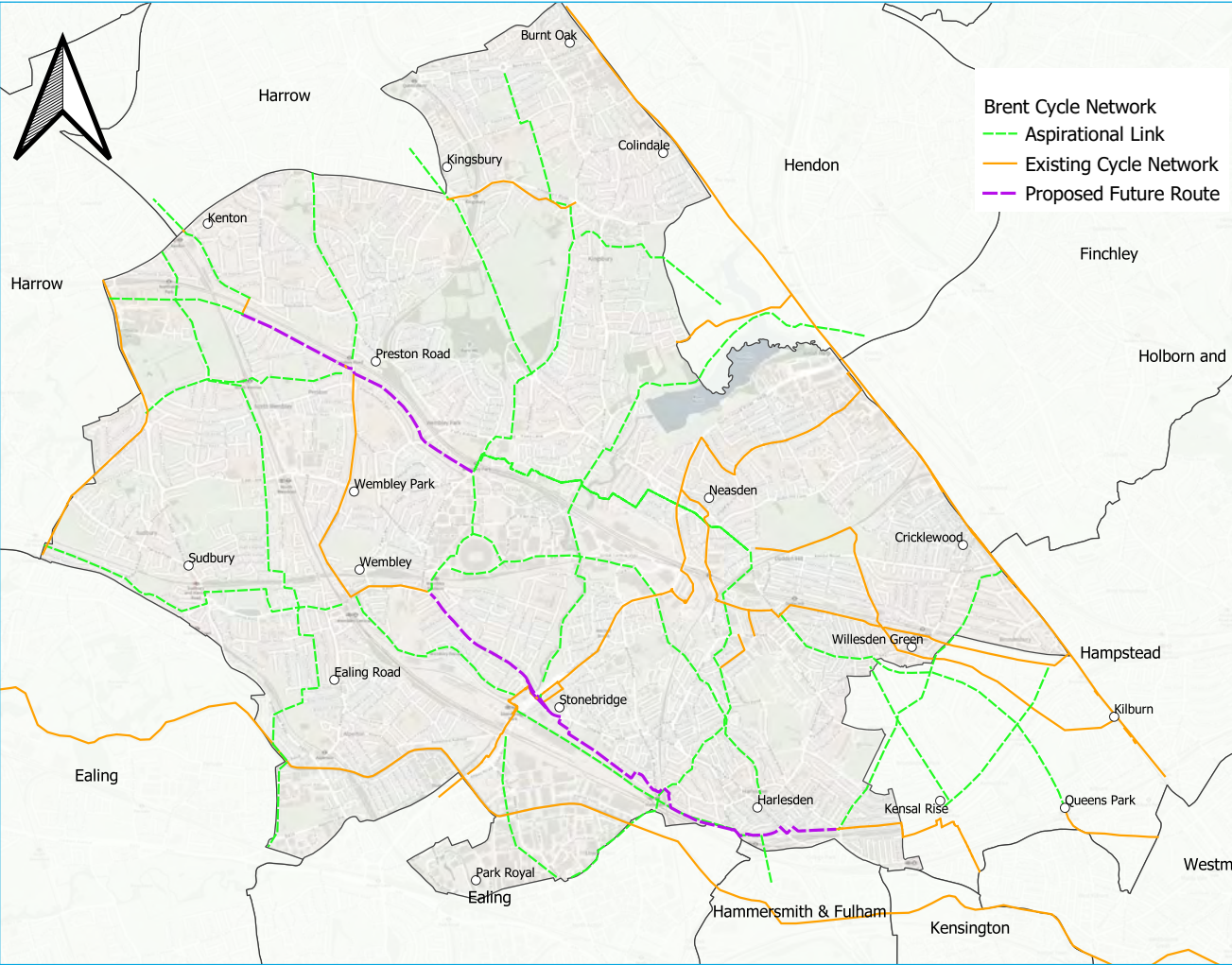


Figure 2.2: Brent public transport network

Figure 2.3: Brent cycle network



## The transport system in Brent

### Streets and Highways Infrastructure:

**510 km (317 miles)** of roads, including 6 km of red routes managed by TfL; 49 bridges, culverts and other major structures. The Council also has responsibility for the upkeep of around **21,000 street lights** across the borough;

175 sets of traffic signals, operated and maintained by TfL;

A network of around **150 on-street electric vehicle charging points** at various locations across the borough.

### Active Travel Networks:

A range of on and off-road cycle routes and supporting infrastructure, including **Quiteway 3** which links Kilburn to Gladstone Park;

An extensive network of **cycle parking facilities and repair stations** at key locations and destinations across the borough;

**A 16 km Rights of Way network**, predominantly located in the more suburban north of the borough;

### A network of self-lead walking routes

which link many of the Borough's green spaces, country parks and historic landmarks.

### Public Transport Networks and Services:

An extensive, largely north-south radial rail network, made up of a mixture of National Rail and London Underground and Overground routes serving a range of destinations within and outside of London;

**26 stations** managed and operated by TfL and/or Network Rail;

**59 bus routes** providing links to a range of local destinations and to neighbouring boroughs;

**584 bus stops** - 97% of which are classed as being fully accessible for disabled passengers.

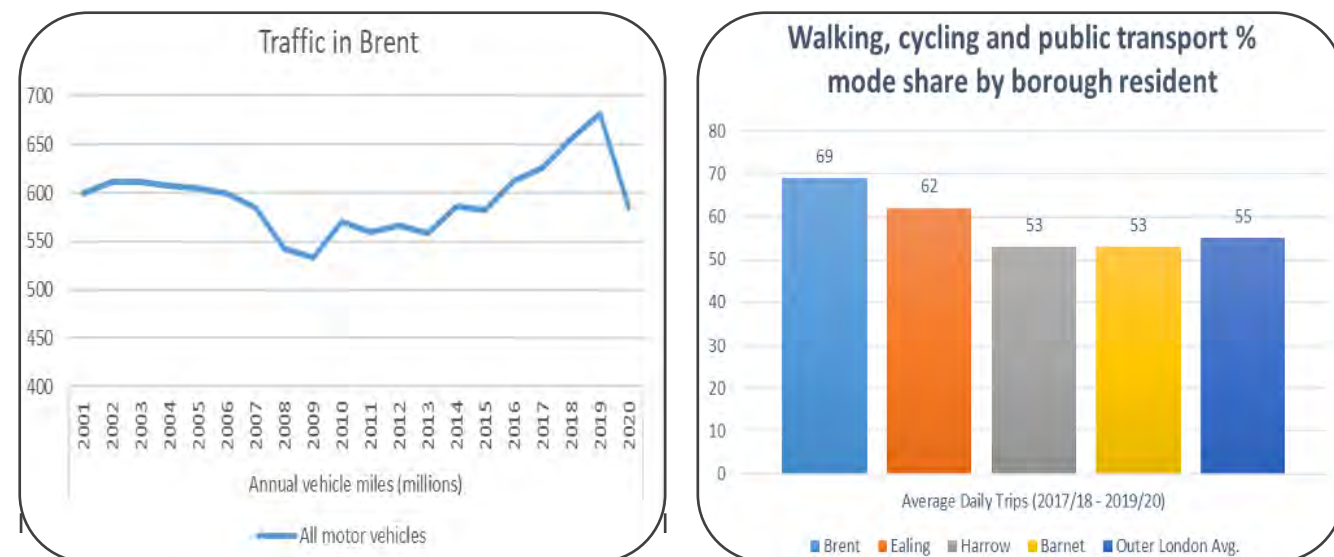
### River Transport:

**The Grand Union Canal** remains largely underutilised as a transport network in the borough, but has the potential to carry more passenger and freight traffic.



- In the period 2017/18 – 2019/20, 36% (circa 219,000) of daily trips were made by rail, underground or bus – well above the Outer London average of 26%;
- Despite the increase in traffic volumes, bus journey time reliability across the borough has been largely unaffected, with average bus speeds in 2019/20 holding at 9.1 mph – unchanged since 2015/16;
- The percentage of residents doing at least two x10 minutes of active travel a day increased from 27% in 2015/16 – 2017/18 to 31% in 2017/18 – 2019/20
- 33% (201,000) of all trips originating in the borough in 2017/18 – 2019/20 were made on foot or by cycle – on a par with the Outer London average.

Figure 2.4: Transport and travel trends in Brent



## Impact of Covid-19 Pandemic

The COVID-19 pandemic has dramatically changed how the transport system across Brent and London as a whole is being used. Since March 2020, there has been a significant reduction in trips being made on the transport network and the way in which people choose to travel has also changed – initially with more people walking and cycling, but increasingly more journeys by private car. A summary of some of the main impacts and possible future issues and opportunities are highlighted below:

### Cycling/Walking:

- Significant increase in levels of cycling/walking following initial lockdown due to low levels of traffic and limited public transport options. Cycling demand in particular substantially above 2019 levels.
- Dramatic increase in cycling/walking for leisure purposes. Seen as a key form of transport/exercise during pandemic and an important means of allowing people to maintain social distancing whilst travelling.
- In the longer term, increased use of these modes seen as critical in helping address problems of congestion, overcrowding on public transport, air pollution and to mitigate climate change.

### Public Transport:

- Dramatic reduction in public transport demand during initial lockdown – with Underground and bus patronage down 97% and 86% respectively.

- Post lockdown, the need to maintain social distancing means capacity still significantly reduced on most services. Use of public transport still an unattractive/impractical proposition for many and whilst demand has increased, it remains low in comparison to pre-pandemic levels (Underground 40%; buses 60%).

- Increased homeworking/the use of video conference technology has significantly reduced the need for commuting/face-to-face meetings. Viability of some public transport services questionable if passenger numbers/income from fares remains low.

- If trends continue, potential that future investment in new public transport infrastructure will be diverted elsewhere to address other priorities.

### Private Vehicles/Freight:

- Road traffic at historically low levels during initial lockdown (down 65% on the TLRN Strategic Road Network).
- Traffic levels have increased as lockdown conditions have eased and people return to work, flattening at around 90% of normal by end of 2020.
- Future traffic levels will depend on whether people decide to commute less/work from home more, whether public transport services remain viable and whether additional provision is made for cycling/walking.
- Freight traffic (home deliveries) has also increased with people unable/unwilling to travel to shops, supermarkets, restaurants etc.

Source: Travel in London Report 13; TfL, 2020



## Current issues and future challenges

- 2.7 Brent currently experiences a range of transport and related problems, many of which are interlinked. These include long-standing issues around traffic congestion, poor air quality and road safety. Transport also has a significant impact on and provides opportunities to address a wide range of other issues, including poor

public health, social inequalities, climate change and the shaping of the built environment. The current Covid-19 pandemic has also led to additional challenges (see above), whilst planned growth in the borough could potentially lead to increased pressure on the transport system and a worsening of current problems if not carefully managed. Table 2.1 provides a summary of the main challenges and highlights some of the opportunities to address them.





### Transport and Public Health

Poor health and high levels of inactivity are two of the major challenges facing a large number of Brent’s residents. The borough is ranked as the fourth most deprived local authority in London and in 2016 it was named as the fattest London borough. Currently, around 55% of Brent’s adult population (aged 18+) are classified as overweight or obese, whilst almost one in three children are classed as obese by the time they leave primary school – way above the London and England average.

Part of the problem is due to lack of physical activity. Data from Health England’s Active Lives Survey in 2019 reveals that Brent is the 4th most inactive borough in London, with around 3 out of every 10 people in the borough currently doing less than 30 minutes of activity a week.

Providing safe and secure infrastructure to encourage cycling and walking, especially for shorter journeys, represents one of the best ways of addressing challenges around poor health

and inactivity. However, the fragmented nature of many of the borough’s cycling and walking links often prevents better utilisation of these assets, with a lack of connectivity and route severance cited as problems by users. Other issues often acting as a deterrent to more active travel include high traffic volumes; parking on footways and in cycle lanes; fear of crime/collisions; and poorly maintained and cluttered footways.

A key opportunity that could benefit the borough’s residents is TfL’s plan for a London-wide strategic cycle network which, when completed, will place 70% of Londoners within 400 metres of new, high quality, safe cycle routes. Among the schemes currently being developed is Cycling Future Route (CFR) 23 which will link Wembley, Stonebridge Park and Willesden Junction. Another opportunity includes the potential for securing the extension of the Mayor of London’s and/or other Cycle Hire Schemes to the borough.

Source: Brent Joint Strategic Needs Assessment (JSNA) 2019/20

Table 2.1: Borough transport challenges and opportunities

Key Challenges	Principal Issues	Key Opportunities
<b>Congestion</b> – ongoing and increasing pressure on borough road network and impact on movement of people/goods	<ul style="list-style-type: none"> <li>High and rising traffic levels – exacerbated by high levels of car dependency, increasing freight activity and parking pressures.</li> <li>Forecast population growth/ development will further increase this pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Significant potential to reduce trips by car and increase bus, cycling and walking trips.</li> <li>However, need to overcome range of barriers (e.g. low cycle ownership, severance, cultural challenges).</li> <li>Increasing availability of tools/mechanisms to improve efficiency of deliveries and servicing.</li> </ul>
<b>Air Quality</b> – impact on local environment and health of population due to vehicle emissions	<ul style="list-style-type: none"> <li>Borough suffers from problems of poor air quality – large parts designated as an Air Quality Management Area (AQMA) and Air Quality Focus Areas (AQFAs).</li> <li>Motor vehicles responsible for 49% of NOx emissions, 33% of PM2.5 emissions and 30% of PM10 emissions in Brent.</li> </ul>	<ul style="list-style-type: none"> <li>The introduction of tighter emission standards and the expansion of the London Ultra Low Emission Zone (ULEZ) and upgrading of the TfL bus fleet provide significant opportunities to improve air quality in parts of the borough.</li> </ul>
<b>Climate Change</b> – Global warming resulting from high levels of carbon emissions from transport	<ul style="list-style-type: none"> <li>Transport emissions have not changed significantly over time, with a decrease of only around 55 kilo tonnes CO2 achieved since 2005.</li> </ul>	<ul style="list-style-type: none"> <li>The Council declared a Climate Emergency in 2019 and has set ambitious targets to achieve net zero carbon emissions from transport in Brent by 2030.</li> <li>Increase in regulatory and fiscal incentives to support the transition to low/zero emission vehicles.</li> </ul>
<b>Public Health</b> – low levels of activity and high levels of obesity amongst parts of the population	<ul style="list-style-type: none"> <li>Obesity is a considerable concern for public health – 55% of Brent’s adult population are overweight, 34% of whom are classified as obese with a chronic lack of physical activity. 28% of Brent children in reception are overweight, 14% of whom are classified as obese.</li> <li>By 2050 levels of obesity are projected to reach 50% of the adult population in Brent.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing safe, convenient, efficient and attractive infrastructure conducive to cycling and walking will help facilitate greater levels of active travel and help address issues around poor physical health and improve peoples’ mental wellbeing.</li> <li>A key opportunity that could benefit the borough’s residents is TfL’s plan for a London-wide strategic cycle network which, when completed, will place 70% of Londoners within 400 metres of new, high quality, safe cycle routes.</li> </ul>
<b>Road Safety</b> – high number of casualties on the transport network	<ul style="list-style-type: none"> <li>Reducing casualties on the borough’s road network remains a major task, with high number of pedestrian, cyclist and PTW casualties a cause for concern.</li> </ul>	<ul style="list-style-type: none"> <li>Adopting a ‘Vision Zero’ approach, with a focus on achieving safe speeds; safe streets; safe vehicles; and safe behaviours provides the best opportunity to significantly reduce casualties on the borough road network.</li> </ul>
<b>Connectivity</b> – lack of public transport links to and within parts of the borough and the fragmented nature of the borough’s cycling and walking links	<ul style="list-style-type: none"> <li>Public transport network focussed around radial routes to and from Central London with limited east-west and orbital connectivity.</li> <li>Severance caused by major infrastructure (e.g. roads, railways, waterways) acting as a barrier to people wanting to cycle or walk more.</li> </ul>	<ul style="list-style-type: none"> <li>New public transport links proposed (e.g. West London Orbital, new/enhanced bus services) to improve cross borough/sub-regional transport links.</li> <li>TfL providing significant investment in improving conditions for cycling/walking, including roll-out of cycle super highways and healthy streets corridors across London</li> </ul>
<b>Accessibility</b> – lack of cheap, reliable, easy to use alternatives to car use for journeys not possible by foot/cycle	<ul style="list-style-type: none"> <li>Cost/availability of public transport services and facilities in some parts of the borough an issue – particularly for those on low incomes, the elderly and disabled.</li> <li>Problems compounded by lack of step-free access and staff presence at stations; lack of wheelchair space on buses; lack of/unclear travel information; and poorly lit/badly maintained infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>New developments, especially in key growth areas and around transport hubs will provide opportunities to address issues of station overcrowding/secure step-free access.</li> <li>Improvements to the design of passenger vehicles, transport infrastructure and the wider public realm; along with improved journey planning tools will enable spontaneous/independent travel for many disabled and older people.</li> </ul>

## Transport and Inequality

Addressing socio-economic inequality and fostering greater inclusion are important issues for the Council and is a strategic theme in the Borough Plan. Transport and transport policy can both perpetuate these issues and play a key role in helping to tackle them.

### Transport and the links to socio-economic inequality:

The links between transport and inequality are complex, but there are three main, connected factors that influence the relationship between them:



1

The way people are distributed geographically, and across social classes. People with more money have more options in both where to live and how to travel and transport links are a key component of land value and housing costs.



2

The way opportunities are distributed, including jobs and education. Concentration of jobs and amenities is often facilitated by transport links, meaning access to these transport links is necessary for accessing those opportunities.



3

How accessible the transport system is, in terms of cost, geographic accessibility and the time and reliability of different transport options.

### The role of transport and transport policy in addressing inequality:

Transport is an important facilitator of social inclusion and wellbeing, which can affect economic and social outcomes, and therefore inequality. Where transport is available and affordable, it can provide access to different opportunities and help promote equality. In particular:

- **Transport can be integral to improving equality, by increasing access to jobs, education and services.** Policies that make transport more affordable (such as concessionary fares/subsidies) can be an effective way to help people living in poverty to access and maintain work. Help with transport costs also has a key role to play in schemes to promote employment. However, careful consideration is needed to ensure these help those most in need.
- **Transport policy cannot work in isolation and can have most benefit in reducing inequality as part of wider initiatives,** often at a local or place-based level, including on skills, education, employment policy, land use planning and housing.

Source: Transport and inequality: An evidence review for the Department for Transport; NatCen Social Research, 2019

## Proposed aims and objectives

- 2.8 The principal aims and objectives of the draft LTTS are outlined below. They have been informed by the issues and opportunities identified above and formulated having regard to the following key principles:
- Continuity with existing objectives, whilst acknowledging the shift in emphasis needed as borough, Mayoral and national government priorities change;
  - Consistency with the MTS and the vision for Brent as set out in the Borough Plan, as well as other key plans and strategies (e.g. the London Plan and Local Plan);
  - The imperative to integrate transport policy with other policies – including land use planning, the environment and public health.
- 2.9 The LTTS originally contained five objectives, with a focus on reducing traffic; increasing travel by sustainable modes; improving safety; reducing pollution; and supporting growth. We are proposing to retain these objectives in the revised LTTS, but in some cases are taking the opportunity to change the emphasis. Figure 2.5 sets out the six proposed LTTS objectives – grouped under three core aims.

Figure 2.5: Proposed LTTS Aims and Objectives





2.10 The main focus of objectives A and B is on reducing the number of journeys made by private vehicles, particularly for shorter journeys, whilst bringing about a step-change in the use of more active, efficient and greener modes of transport. This will help Brent to become a cleaner, more sustainable borough, as well as helping to improve peoples' health and quality of life. Amongst the main priorities include the need to:

- Reduce overall traffic levels in the borough;
- Significantly increase levels of walking and cycling;
- Increase the take-up of electric and other low/zero emission vehicles;
- Reduce transport related CO2 emissions and improve air quality.

2.11 Safety and security across the borough transport network remains a key concern for many, particularly vulnerable groups such as pedestrians, cyclists, women and the elderly. Improving access to and within our town centres and neighbourhoods and enhancing the wider public realm are also key priorities for the Council. The successful delivery of objectives C and D will go some way to creating a safer, greener and more equitable borough. Of particular importance is the need to:

- Reduce the number of pedestrian, cyclist and powered two-wheeler (PTW) casualties;
- Reduce incidences of speeding traffic and improve safety outside schools;
- Create streets and places that are safe, secure, accessible and inclusive to all;
- Enhance and 'green' the wider public realm.

2.12 Objectives E and F are geared principally to supporting growth and regeneration in Brent, and ensuring that new development happens in the most sustainable way. In particular, improving the provision and quality of public transport services and walking/cycling

infrastructure is key to delivering new housing and jobs, improving connectivity to and within the borough and enabling 'Good Growth'. Achieving these objectives will help deliver our wider ambitions around housing, the economy and the environment. Specific priorities include the need to:

- Secure improvements to public transport services and infrastructure, including enhancements to the frequency and reliability of bus and rail services and capacity/access improvements to stations and key interchange facilities;
- Make the case for new bus and rail links/services to the borough's growth areas and those locations currently poorly served by public transport;
- Improve pedestrian/cycle connectivity to our town centres, transport hubs, schools, parks and other key destinations;
- Ensure that where new development is planned, it reduces the need to travel overall, but allows for the majority of journeys to be undertaken by active, efficient and sustainable modes of transport.

2.13 Information on how the individual objectives relate to the MTS priorities and outcomes and the Borough Plan vision and priorities is outlined in Annex A. The objectives have a lifespan to 2041, to reflect the timeframe of the MTS, but will be kept under review – taking into account future challenges and any emerging plans and policies.

### Geographical priorities

2.14 Given the range and scale of transport and related challenges facing Brent, the strategy aims and objectives are considered to be of equal importance. However, from a geographic perspective there are certain areas of the borough where some elements of the strategy require particular emphasis. Table 2.2 provides further details.

Table 2.2: Geographic priorities

Aims/Objectives	Area of Emphasis
1. Reduce traffic and facilitate healthy, sustainable travel (Objectives A and B)	<ul style="list-style-type: none"> <li>• Measures aimed at reducing traffic, tackling congestion and improving air quality will be implemented throughout the borough. However, there will be a particular emphasis in our town, district and local centres and outside schools. Special attention will be paid to Brent's Air Quality Management Area, with particular focus on those localities identified as Air Quality Focus Areas, due to high levels of exposure to poor air quality in these zones (see Figure 2.6).</li> <li>• With high levels of deprivation (see Figure 2.7) and problems with obesity prevalent, measures to promote healthy, active travel will be implemented across Brent. Particular emphasis will be placed on engaging the borough's schools and colleges and working with 'hard to reach' groups, such as certain BAME communities.</li> </ul>
2. Make our streets safer, greener and more equitable (Objectives C and D)	<ul style="list-style-type: none"> <li>• There are no geographical priorities for road casualty reduction. Locations will be dictated by intelligent analysis of collision data. However, a number of key junctions and corridors have been identified as having high collision rates, including the junctions of Cricklewood Broadway/ Cricklewood Lane and Harrow Road/North Circular Road (see Figure 2.8); as well as parts of Kilburn High Road and Craven Park Road.</li> <li>• The need for specific personal safety/security enhancements will take into account areas where such issues are important. Priority areas include stations, bus stops, parks and town centres.</li> <li>• Measures aimed at addressing issues of severance and creating healthy, more resilient and more welcoming streets and neighbourhoods will be implemented throughout the borough. However, there will be a particular emphasis in improving access to and within our town, district and local centres; and addressing the severance caused by barriers such as major roads (in particular the A406), railway lines and waterways.</li> </ul>
3. Unlock growth and create exemplar places (Objectives E and F)	<p>The main focus will be on improving east-west and orbital links within the borough, in particular, enhancing public transport, cycling and walking links to and between our major town centres and growth areas from outside and within the borough.</p> <ul style="list-style-type: none"> <li>• Improving access by public transport, cycling and walking to local health, education, employment and shopping and leisure facilities will be a key focus, in particular: <ul style="list-style-type: none"> <li>➔ Health – access to Northwick Park and Central Middlesex hospitals;</li> <li>➔ Education – access to borough schools and colleges;</li> <li>➔ Employment – access to major employment areas including Park Royal, Wembley and Alperton;</li> <li>➔ Shopping/leisure – access to town, district and local centres and borough parks/other recreational areas.</li> </ul> </li> <li>• The requirement for new development to provide for active, efficient and sustainable travel will apply across the borough, but is particularly relevant in the borough's key growth areas (see Figure 2..9).</li> </ul>





Figure 2.6: Brent's Air Quality Management Area (AQMA) for NO2 and PM10 and Air Quality Focus Areas

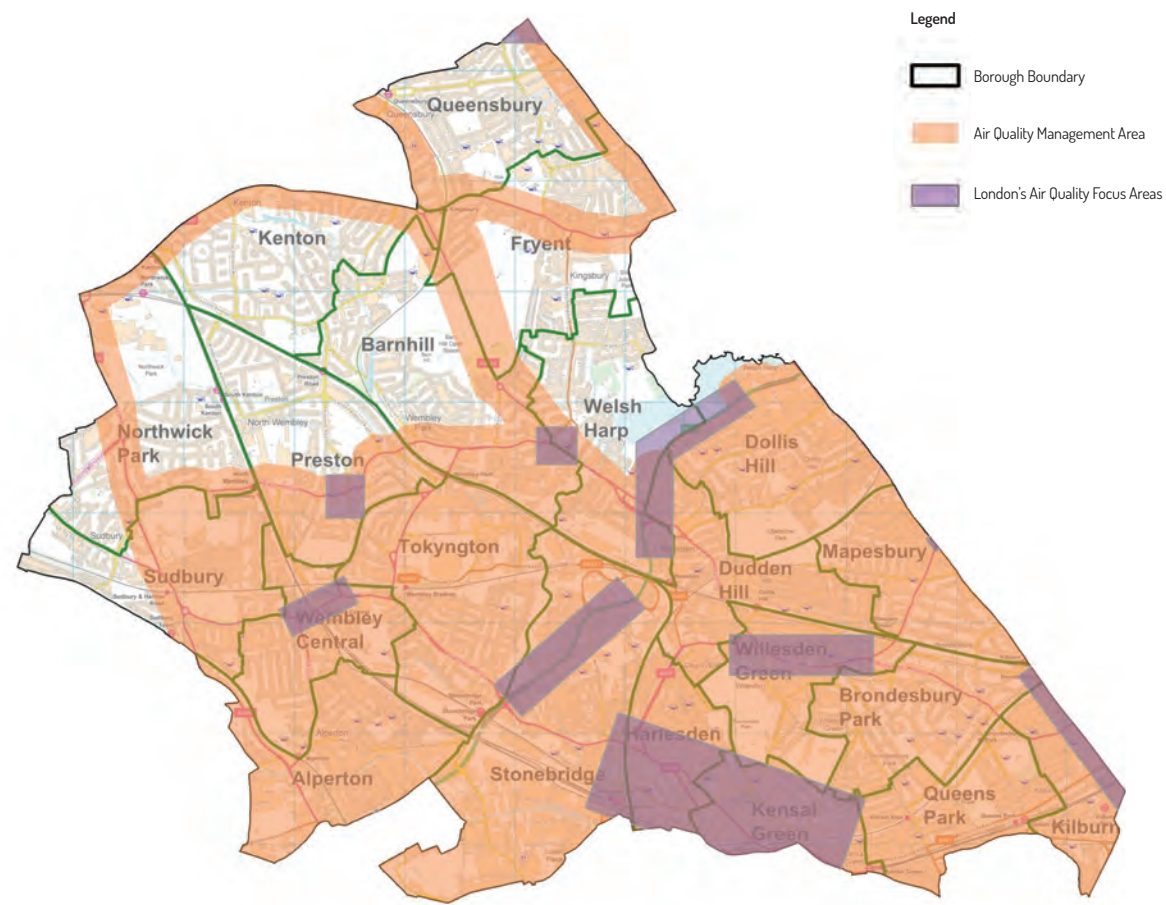


Figure 2.7: Brent Index of Multiple Deprivation (IMD)

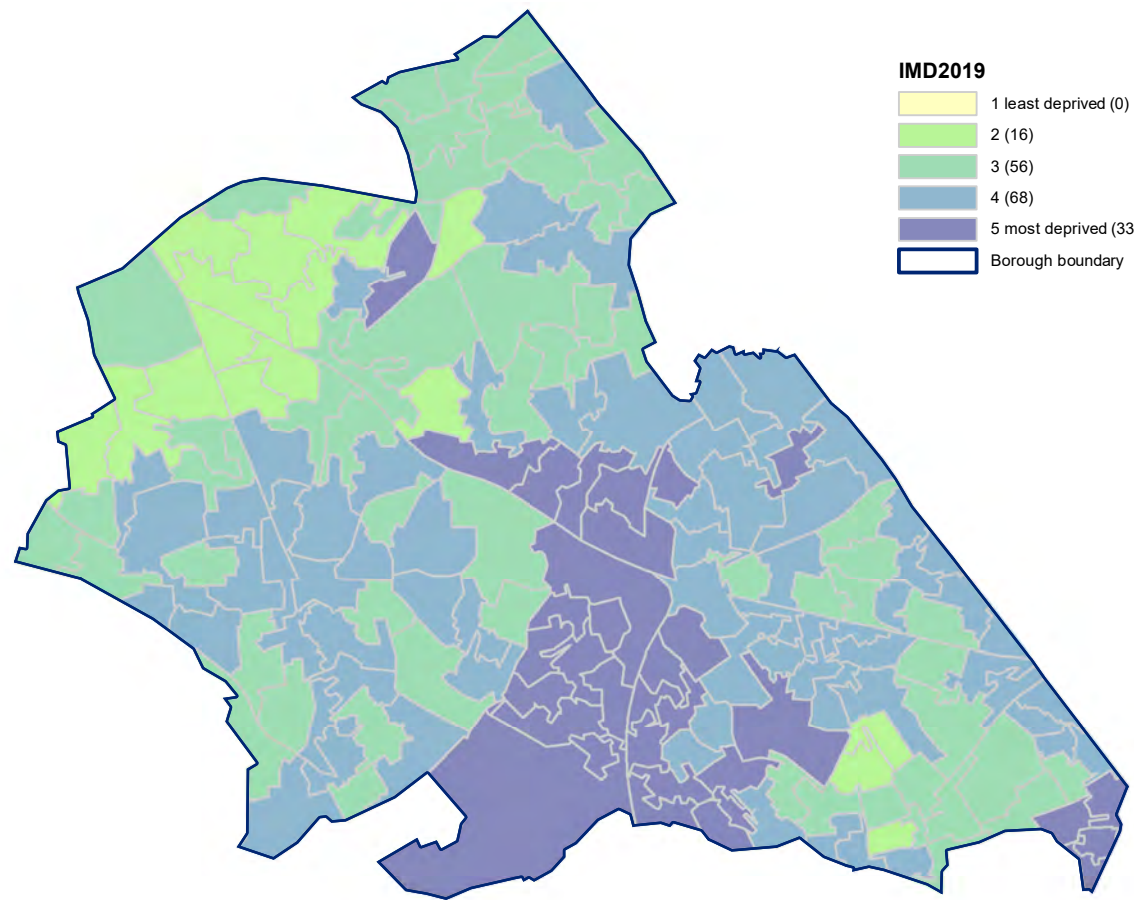


Figure 2.8: Priority Locations for Road Safety Interventions – Top 20 Nodes (All Roads)

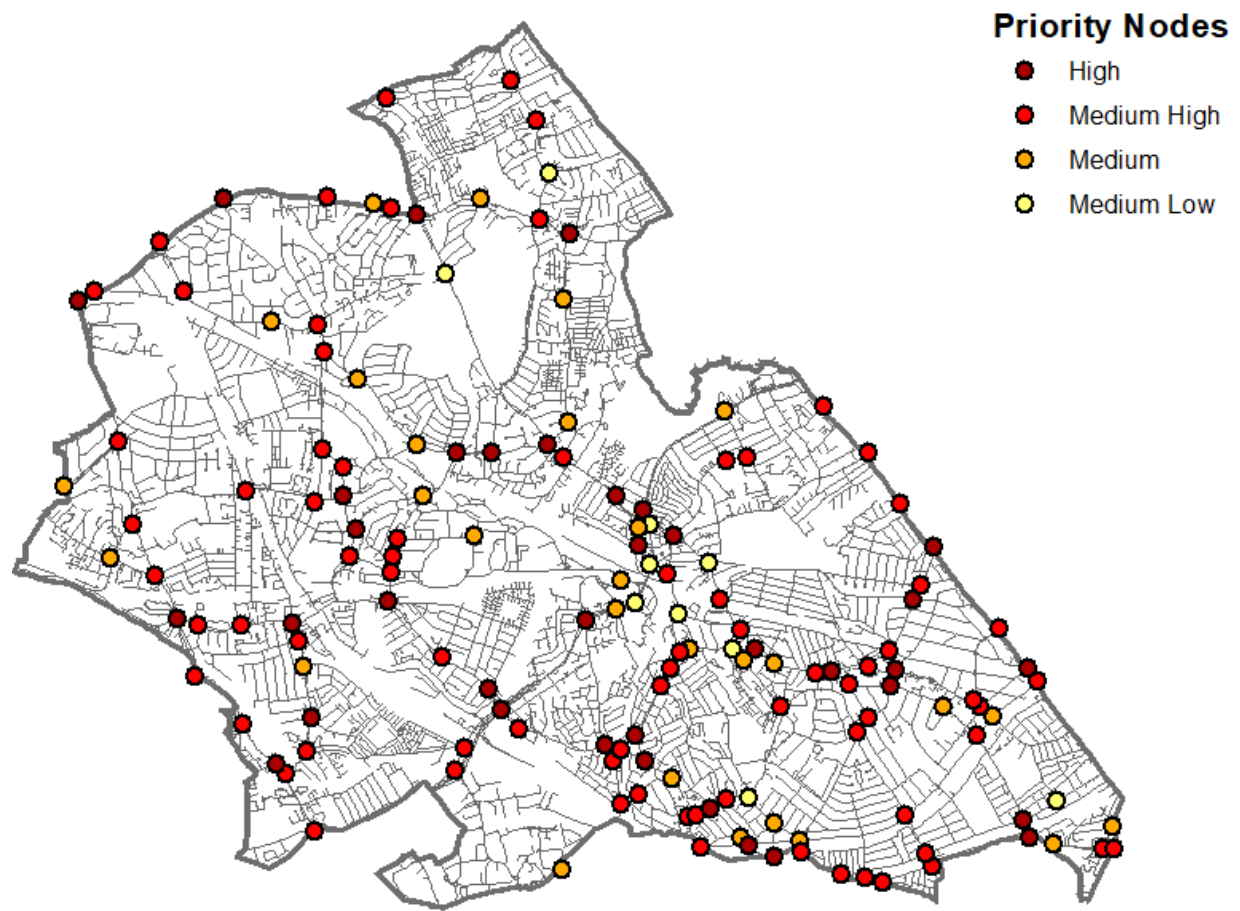
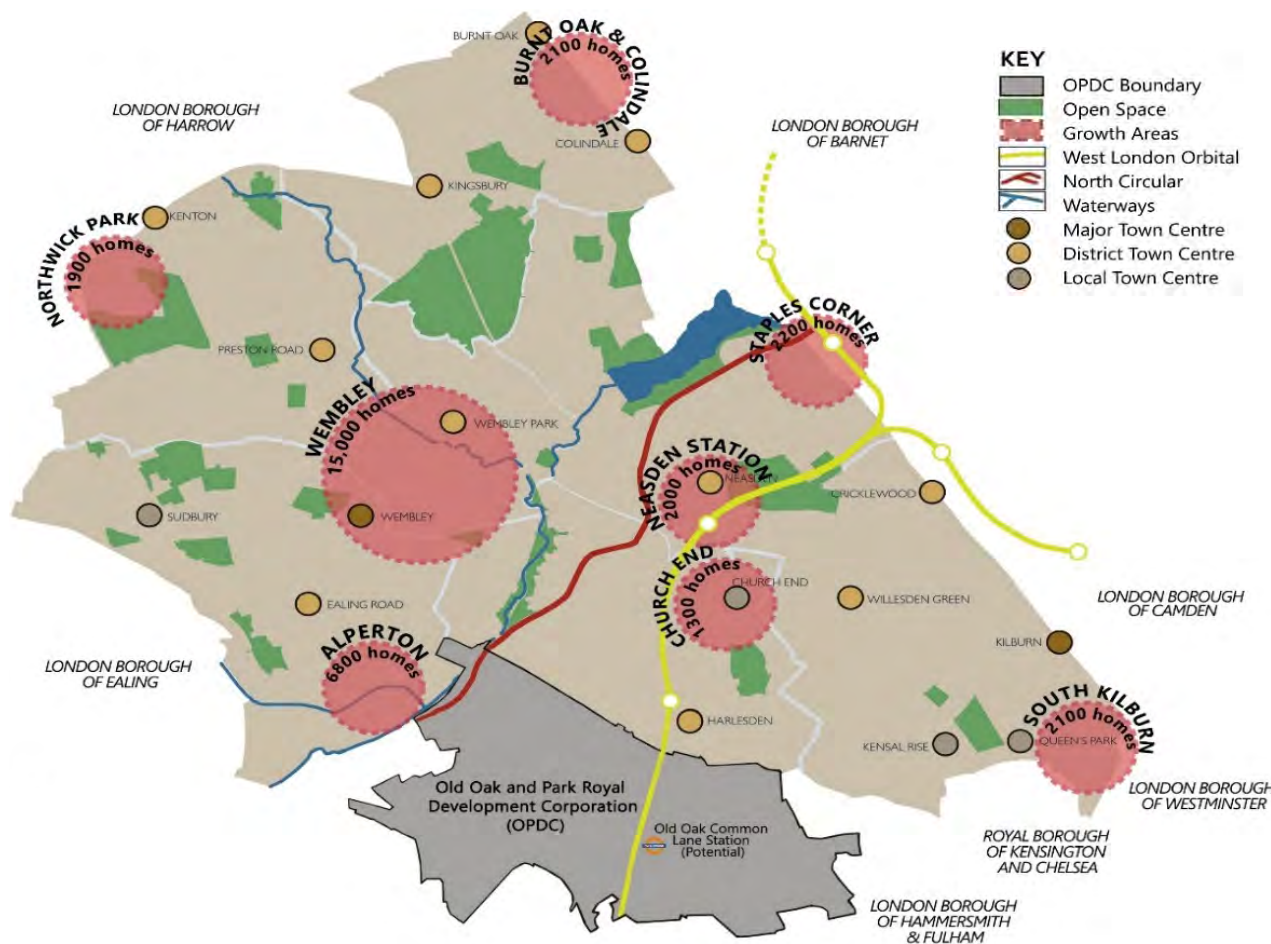


Figure 2.9: Growth Areas





### 3. High-Level Delivery Plan

3.1 The High-Level Delivery Plan sets out the types of measures and interventions that the Council and its partners will focus on delivering over the short, medium and longer-term to address the various transport and related challenges and to meet our objectives. It also provides details of the likely cost of these measures and how these could be funded; and outlines how we intend to closely involve our communities in the development and delivery of projects and schemes.

#### Proposed measures and interventions

3.2 Details of the various measures and interventions that are proposed to form the High-Level Delivery Plan are set out below and in Annex B, together with an indication of delivery timeframes and likely costs. Information on our proposed approach to delivery and how schemes align with the LTTS aims and objectives is also set out. Further information is also provided in the Brent Infrastructure Delivery Plan (IDP), which sets out the Council's understanding of what infrastructure will be required to meet the levels of growth outlined in the Local Plan.

3.3 The projects and schemes listed are not exhaustive – they represent a snapshot of the types of options that are available to the Council and its partners – subject to the availability of funding. Whilst some of these are tried and tested measures, we will also explore opportunities to adopt new, innovative approaches, as well as looking to learn from the best practice of others.

3.4 Alongside the LTTS and IDP, the Council is also developing a series of linked Action/Delivery Plans which will provide more details of the specific schemes and measures to be implemented, the locations for these, and the timescales for and costs of delivery. Plans proposed or under development include:

- The Brent Active Travel Implementation Plan;
- Towards Vision Zero – A Road Safety Action Plan for Brent;
- Electric Vehicle Charge Point Delivery Plan;
- Managing Deliveries and Servicing in Brent – An Action Plan;
- Shared Mobility Action Plan;
- Air Quality Action Plan 2023-2027.

#### LTTS Core Aim

1

#### Reduce traffic and facilitate healthy, sustainable travel

A. Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities

B. Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples health and wellbeing

**Key Delivery Plan Measures: Traffic Management/Reduction Measures; Public Transport Initiatives; Cycling/Walking Schemes; 'Behaviour Change' Initiatives.**

#### Delivery Plan Approach:

- Work with key partners and the wider community to reduce travel by private vehicles, especially for shorter journeys and promote cycling and walking and the greater use of public transport;
- Accelerate delivery of 'green' and 'active' travel measures/initiatives – in line with Council ambitions around air quality, climate change mitigation and public health.



3.5 Amongst the principal Delivery Plan measures and interventions that will help reduce traffic and facilitate healthy, sustainable travel in Brent include:

- **Implementing new/improved cycling and walking infrastructure.** Cycling and walking are low cost, healthy and environmentally friendly means of travel and form an important component of our Delivery Plan. A key focus of our work here will be the implementation of 'Healthy Routes' – a programme of safe, continuous cycling routes (and supporting infrastructure) and attractive, safe and accessible walking routes to town centres, stations and key transport nodes, schools, parks and other key trip generators in the borough. Further information, including details of proposed cycling and walking routes and supporting measures will be set out in the Brent Active Travel Implementation Plan.
- **Developing and monitoring sustainable travel plans for schools, businesses and new developments** as a focus for reducing travel by private vehicles and increasing mode share of journeys by public transport, cycling and walking. A key priority is the need to manage and mitigate against the impacts of school and work travel in the borough.
- **Expanding our highly successful borough-wide 'Safer and Healthier Travel in Brent' programme** as a means of facilitating more active travel practices (see below). A key focus will be on encouraging more adults and

school-aged children to walk and cycle to help address public health concerns around obesity and lack of physical activity.

- **Facilitating the uptake of low/zero-emission vehicles** to improve air quality in the borough and mitigate the impacts of climate change. As well as working with TfL/bus operators to secure more hybrid and electric vehicles on borough bus routes, the Council will strive to introduce cleaner/greener vehicles as part of its fleet management plans. A key priority is the development of an Electric Vehicle Charge Point Delivery Plan setting out our approach to bring about a step-change in the provision of all types of electric vehicle charging facilities and supporting infrastructure throughout the borough.
- **Introducing selective vehicle management and parking control measures.** Measures such as vehicle restrictions and parking controls can help alleviate environmental concerns by removing traffic away from sensitive areas, such as residential streets and outside schools. We will consider introducing further traffic management measures, such as School Streets, Healthy Neighbourhoods and Controlled Parking Zones (CPZs), where it can be demonstrated that they will bring clear benefits and where there is strong support from the local community. We will also explore the potential for designating Low Emission Streets/Zones in those areas with particularly poor air quality. A review of the Brent Parking Strategy is also planned.



## Improving air quality in Brent – progressing the recommendations of the Air Quality Scrutiny Inquiry

Air pollution is a key issue in Brent, with four of the ten most polluted areas of London located in the borough. To address this, the Council established a Scrutiny Task Group in July 2019 to consider the issue and to recommend steps to bring every neighbourhood in Brent within healthy, World Health Organisation limits for air quality.

The inquiry's report, 'Brent Breathes', was published in November 2019 and makes ten wide-ranging recommendations, including for the Council to:

1. Set targets to meet more stringent World Health Organisation limits on air quality, and address inequality in air quality between parts of Brent.
2. Introduce a clear strategy to tackle air pollution caused by non-resident car usage.
3. Make 'healthy streets' a central political and corporate priority in Brent.
4. Expand measures to tackle air pollution in schools.
5. Spearhead a public awareness campaign on air quality.

Since the publication of the report, a range of measures to improve air quality in Brent have been put in place, with further initiatives planned, including:

- Commencing work to review the Brent Air Quality Action Plan (due for publication in 2023). Work is also underway on the development of a revised Parking Management Strategy; a Green Infrastructure Vision for Brent; and Council plans on Staff Travel and Sustainable Procurement.
- Implementing an ambitious programme of Active Travel initiatives, including the implementation of over 30 School Streets and five Healthy Neighbourhoods, with a further five planned for delivery by early 2022.
- Supporting Car Free Day 2020 and Clean Air Day 2020 with online communications campaigns to share the impact of car usage across the borough.
- Publication of anti-idling guidance for Brent staff, Members, and suppliers and contractors to encourage those travelling around the borough to switch off their engine wherever possible.
- Progressing business engagement activities, including the Defra funded 'Clean Air Villages' project in Willesden Green; and a cargo-bike trial scheme in Harlesden.
- Implementing additional air quality monitoring to assess the impact of schemes implemented through the TfL Streetspace programme.



## Managing the transport impact of Wembley event days

Wembley National Stadium is the UK's largest stadium, and second largest in Europe, with 90,000 seats. It hosts a variety of events, including being the home venue of the England national football team. It also hosts concerts, NFL, rugby and boxing events throughout the year.

Event days often result in significant pressure being placed on the local transport system, particularly the road network around the stadium and public transport services serving the area. Whilst a range of event management systems have been put in place, including comprehensive traffic management measures, additional parking restrictions and increased capacity on public transport, the impact on the area and our residents can be considerable.

The Council and its partners, including the FA and TfL, are



keen to further minimise the transport and environmental impacts of event days, such as increased congestion, delays to journey times, and a worsening of air quality and the corresponding impact this has on those who live and work in Wembley. To this end, the stadium and other key venues in the area have been designated public transport venues, with visitors encouraged to travel to events by rail or bus. In addition, and following the completion of improvements to the local road network, we are committed to enhancing bus links in the area and will seek to ensure full bus route coverage is maintained throughout event days.

We are also keen to encourage greater levels of walking and cycling and are working to improve pedestrian and cycle links to the stadium, improve wayfinding across the Wembley estate and increase the provision of on-site cycle parking facilities. We are also working closely with Quintain to improve local air quality by greening the public realm and installing electric vehicle charging points in nearby car parks.



- **Developing a Delivery and Servicing Action Plan**, setting out proposals to manage and mitigate the impacts of delivery and servicing activities in Brent. Working closely with businesses, freight operators, developers and other key stakeholders we will explore the benefits/practicalities of retiming deliveries; introducing freight consolidation initiatives; and moving goods by rail and water.
- **Securing further bus priority improvements** on the borough road network, particularly along key corridors and at junctions, in order to improve bus journey times and to encourage more journeys to be made by this mode. A range of improvements are currently being implemented along Willesden High Road and Kensal Rise, whilst future priorities include routes 28, 36 and 98 – some of the borough's most unreliable bus routes.
- **Providing real time passenger information** via new dynamic information systems at key destinations and trip generators as a means of making it easier to travel by public transport. We will work closely with TfL and transport operators to ensure all stations and bus stops are fitted with up-to-date maps, timetables and other travel information to provide passengers with clear information on destinations and service frequency.
- **Expanding existing shared mobility solutions** which currently operate in the borough, such as car sharing (via car clubs) and bike sharing (via docked and

dockless cycle hire schemes). Such measures are designed to complement traditional public transport services by providing mobility solutions for the first and last mile, reaching underserved areas. They also offer the potential to reduce congestion and cut pollution and can potentially bring about a reduction in car ownership. Further details of our approach will be set out in a Shared Mobility Action Plan (to be developed). As part of this, we will consider trialling and implementing other innovative shared mobility schemes, such as e-scooters, where these will result in clear health and environmental benefits and do not cause safety problems.

- **Maximising the potential of technology and intelligent transport systems**, such as Variable Message Signing (VMS) in town centres and at car parks, and Split Cycle Offset Optimisation Technique (SCOOT) at traffic signals, as a means of helping to more effectively manage traffic on our busy road network and help tackle congestion.
- **Exploring the potential for introducing a workplace parking levy (WPL)** in Brent as a means of encouraging commuters to switch away from using private vehicles to get to work or school. The revenue generated from a WPL would be used to fund sustainable transport improvements that would benefit local employees and residents.





## In the Spotlight: Safer and Healthier Travel in Brent

To assist the Council in achieving its Borough Plan priority of building a borough where people can feel safe, secure, happy and healthy; it is proposed to continue our work with borough schools, businesses and residents to promote safe, active and sustainable travel practices.

Our Safer and Healthier Travel in Brent programme will include:

- Travel awareness work such as events and promotional activities, magazine articles and adverts to further promote and raise awareness for healthy, sustainable transport across Brent;
- Road danger reduction related activities across the borough, such as awareness raising campaigns and other promotional activities related to making a Brent's roads safer for all users;
- An annual programme of cycle training activities for people of all ages and abilities, delivered on behalf of the Council by Cycle Training UK.

The Council will also continue its close partnership working with a range of organisations to develop and deliver cycling and walking projects which have proved popular amongst residents and schools and have helped to encourage the take-up of more active lifestyles. These include initiatives such as 'Bike-It' – a targeted cycling development project, offering bespoke cycle training and promoting the health/lifestyle benefits of cycling in partnership with Brent NHS and Sustrans.

## In the Spotlight: Brent School Streets

In 2020, the council began the roll-out of emergency School Streets at 30 schools across the borough to bring about a

reduction in cars around school gates and to help families social distance during the on-going Covid-19 pandemic.

Delivered in partnership with TfL and the borough's schools, the Schools Streets programme aims to make the roads safer for pupils and to cut local air pollution. In discouraging car use, the Council also hopes to encourage more people to walk and cycle as part of their daily routine.

Schools in Church End, Cricklewood, Harlesden, Neasden and Stonebridge are among the schools where School Streets have been introduced. Locations were selected on the basis of a number of criteria, including road safety issues; exposure to poor air quality; and where support was needed to enable social distancing. Schemes were introduced as temporary measures using an experimental traffic order and are currently being reviewed, with a view to either making schemes permanent or removing them. Subject to funding, the aim is to install cameras at all permanent school streets to allow for better monitoring and enforcement.



## LTTS Core Aim

2

Make our streets and neighbourhoods safer, greener and more equitable

C. Improve safety and security across the transport network

D. Create healthier, more resilient and more welcoming streets and neighbourhoods

Key Delivery Plan Measures: Highways/Public Realm Enhancements; Traffic Management/Reduction Measures; Cycling/Walking Schemes; 'Behaviour Change' Initiatives.

### Delivery Plan Approach:

- Adopt a 'Vision Zero' approach, with a focus on achieving safe speeds; safe streets; safe vehicles; and safe behaviours, to eliminate all road casualties;
- Ensure improvements to our towns and neighbourhoods benefit all, particularly excluded groups such as the elderly and disabled people, by adopting a 'Healthy Streets' approach.







3.6 The types of Delivery Plan measures and interventions that will help make our streets and neighbourhoods safer, greener and more equitable include:

- **Implementing targeted road safety improvements and casualty reduction measures**, focused on those parts of the local road network experiencing a high number of collisions – including along busy corridors, at junctions and other key locations. Based on current evidence, priority locations for the roll-out of local safety schemes include the junctions of Cricklewood Broadway/Cricklewood Lane and Harrow Road/North Circular Road; as well as parts of Kilburn High Road and Craven Park Road.
- **Implementing further 20 mph zones** to help reduce traffic speeds on the borough's road network. A key focus will be on residential streets and areas outside schools. We will also explore the potential for introducing a borough-wide 20 mph zone if it can be demonstrated that it is cost effective and will result in significant reductions in vehicle speeds and the number and severity of collisions.
- **Expanding our road safety education and training programmes** to ensure we meet our targets to reduce the number and severity of casualties on our roads. In line with the 'Vision Zero' approach, a key focus of our Safer and Healthier Travel in Brent programme will be on achieving 'safe behaviours'. For example, targeted enforcement, publicity and marketing campaigns will be carried out around speeding – a particular problem in some areas of the borough.
- **Trialling new and innovative road safety measures** to help meet the safety concerns of residents and vulnerable road users. Trial locations will be favoured where there is a good case on safety grounds, such as outside schools, combined with strong support from the local community. Further details on these and all other road safety and casualty reduction measures are set out in our Road Safety Action Plan (see Annex D).
- **Introducing CCTV cameras, improved street lighting and other security measures** as part of our ongoing work to improve conditions in our town centres, at stations, bus stops, car parks and parks. In addition, we will continue to make sure new developments achieve the 'Secured by Design' standard and that car parks achieve the 'Park Mark' award, and that improved security information is provided for pedestrians, cyclist and other vulnerable transport users.
- **Developing a high-quality, accessible street environment and public realm** through a programme of corridor and neighbourhood enhancements, delivering improvements against the ten 'Healthy Streets' indicators. A key focus of our Healthy, Inclusive Streets and Places programme (see below) will be the delivery of further improvements to our main town and district centre, forecourt areas around stations, and other key trip generators such as schools and visitor attractions. A 'co-design' approach, involving the local community and other key stakeholders, will be central to the development and delivery of all schemes.

## The value of a high quality public realm

The public realm is a vital part of everyday urban life. It is estimated that each year well over half the UK population – some 33 million people – make more than 2.5 billion visits to urban green spaces alone. Unfortunately, despite their importance, public spaces are often taken for granted or neglected.

There is a well-established body of evidence showing the benefits that a high quality, well planned, designed and maintained public realm can bring about, including a range of environmental, social and economic benefits such as:

- **Increasing economic value:** A high-quality public environment can have a significant impact on the economic life of urban centres. For example, a pleasant and well-maintained environment increases the number of people visiting retail areas.
- **Improving physical and mental health:** Access to good-quality, well-maintained public spaces can help to improve people's physical and mental health by encouraging them to walk more, to play sport, or simply to enjoy a green and natural environment.
- **Benefits for children and young people:** Increasing urbanisation has left children with far fewer opportunities to play freely outdoors and experience the natural environment. Good-quality public spaces can help to fill this gap, providing children with opportunities for fun, exercise and learning.

- **Reducing crime and fear of crime:** Crime and fear of crime can deter people from using even good-quality public spaces. Physical changes to, and the better management of, public space can help to allay these fears.
- **Improving social cohesion:** Public spaces are open to all, regardless of ethnic origin, age or gender. When properly designed and cared for, they can bring communities together, and help foster social ties. They also help shape the cultural identity of an area, are part of its character and provide a sense of place for local communities.
- **Increasing active travel:** Well-designed streets and public spaces encourage walking and cycling, and have the power to make our environment a safer one by reducing vehicle speeds and use. Measures such as 'Home Zones' and 'Low Traffic Neighbourhoods' have begun to demonstrate the benefits of redesigning streets for shared use by pedestrians, and cyclists, not just cars.
- **Value from biodiversity and nature:** Green spaces bring many important environmental benefits to urban areas, including the cooling of air and the absorption of atmospheric pollutants. Vegetation also provides an opportunity for people to be close to 'nature', with the associated positive impact that this can bring in terms of mental health.

Source: The Value of Public Space; CABE Space, 2014

- **Installing new and upgrading existing crossing facilities**, including along busy roads and at junctions, to improve conditions for pedestrians and cyclists. New crossing facilities will be prioritised where safety and accessibility problems are particularly prevalent. We will also investigate the potential for replacing subways and footbridges with surface level crossings to meet the access needs of more vulnerable groups, such as the elderly and disabled. Such schemes will also help reduce severance and address concerns around crime and security.
- **Expanding the provision of 'green' infrastructure**, including the greater use of 'parklets', street trees, green walls and Sustainable Drainage Systems (SuDS) as a means of reducing environmental impact and mitigating climate change (see below). We will also look to trial the use of 'innovative' surface materials as a means of

improving local air quality and reducing disturbance from vehicle noise.

- **Implementing timely carriageway and footway repairs and resurfacing** as a means of creating a safer and more comfortable environment for all road users. These will continue to be assessed and prioritised on a needs basis and implemented via the Council's Highway Improvement Programme. Packages of other highway maintenance schemes, including improvements to the Principal Road network in the borough, will be undertaken, subject to the availability of funding. We will also review and, where appropriate, update the Council's Highways Asset Management Plan to ensure a more coordinated approach to the implementation of all transport schemes, maintenance programmes and utilities works to minimise the impact on the highway network and optimise the integrity, quality and value of our transport assets.



## In the Spotlight: Healthy, Inclusive Streets and Places

The Healthy, Inclusive Streets and Places programme seeks to build on our existing LIP funded corridors and neighbourhoods improvements programme, with the aim of improving people's health and wellbeing and facilitating social inclusion. The focus will be on delivering comprehensive, 'high impact' schemes, implemented over wider areas to address multiple issues and bring about a greater range of benefits to more people.

Guided by TfL's 'Healthy Streets' principles and developed and implemented in partnership with a variety of stakeholders; and combining community-led street design and infrastructure improvements and backed up with behaviour change programmes, schemes may typically seek to reduce the speed/dominance of traffic; improve conditions for cyclists, pedestrians and other vulnerable road users; and enhance the quality, resilience and general accessibility of the wider public realm.

As experts in their area, local communities hold the keys to change and interventions will vary from area to area, depending on the types of issues faced and level of support from residents and other stakeholders. Measures might include traffic-calming/reduction measures; new cycling and walking facilities; and place-making features. To complement the infrastructure works, a range of active travel initiatives will be rolled out, including, for example, the setting up of cycle training and walking group programmes for adults and children.



## In the Spotlight: 'Greening the Borough' – Brent Tree Planting Programme

Trees are a significant element of the borough's green infrastructure. They provide a host of environmental, health and well-being benefits, as well as offering a home and habitat for birds and insects which contribute to the functioning of a health local eco-system. For example, a recent study commissioned by the Council estimated that all the street trees in Brent store over 9,600 tonnes of carbon and help remove over 4 tonnes of air-borne pollutants each year.

Despite a good record of tree planting in recent years, Brent is below the London average of tree canopy cover. The Council is committed to increasing canopy cover over the course of the next decade, to move closer to the London average. Community efforts on tree planting will be encouraged and supported in our green spaces where possible, dependent on grant funding being available from various sources.

LTTS Core Aim

3

Unlock growth and create exemplar places

E. Secure transport improvements vital for delivering new housing and jobs and to connect our diverse communities

F. Mitigate the transport and related impacts of new development and create sustainable, inclusive places

**Key Delivery Plan Measures:** Public Transport Initiatives; Cycling/Walking Schemes; Highways/Public Realm Enhancements; Traffic Management/Reduction Measures; 'Behaviour Change' Initiatives.

### Delivery Plan Approach:

- Engage with our partners and communities to identify areas of poor transport connectivity/accessibility and work with them to develop effective solutions;
- Mandate 'Good Growth' – with provision for active, efficient and sustainable travel a requirement for all new development.





3.7 Delivery Plan measures and interventions central to helping unlock growth and create exemplar places include:

- **Securing new bus and rail links/services to the borough's growth areas** and those locations currently poorly served by public transport to support planned and future housing and jobs growth and to facilitate modal switch. The Council's main priority is the delivery of the West London Orbital (WLO) rail link which will

## The role of transport in delivering 'good growth'

There is a growing need and urgency for new homes in Brent. However, the Council is mindful of the need to deliver quality housing of the right kind in the right places. This means not just good design, but also development that is easily accessible by modes other than car. New development should also support healthy local economies as well as lifestyles, in turn creating and enhancing communities and addressing wider environmental challenges. By adopting an integrated approach to transport and land use planning a number of benefits can be derived, including:

- **Housing delivery:** by unlocking sites for development and ensuring that existing transport networks can sufficiently cope with additional demand. Better transport supports greater social equity by ensuring that people can access jobs, services, and leisure opportunities without the need for cars.
- **Public health:** by enabling compact, higher density, and mixed-use patterns of development.



significantly improve public transport connectivity and support regeneration/growth in some of the borough's most deprived areas (see below). Another key strategic public transport link that the Council will continue to lobby for includes a Crossrail spur from the planned Old Oak Common station to link to the West Coast Mainline and serving Wembley Central station.

This encourages more people to incorporate physical activity into their daily journeys, improving productivity and dramatically reducing ill health.

- **Sustainable economic growth:** by improving connectivity between housing and labour markets and realising economies of agglomeration. This creates high-quality urban environments that are accessible by walking, cycling, and public transport and that attract knowledge-intensive industries who want easy access to ideas, information, and skilled employees. Compact, dense settlements also reduce overall infrastructure costs.
- **Emission reductions:** by shaping settlement patterns to reduce the need to travel by car and maximising accessibility to low-carbon modes of transport.
- **Innovation and an improved quality of life for residents:** by maximising the benefits offered by rapid changes to transport technology, where electrification, automation, smart ticketing, and mobility services transform how people travel.



- **Securing additional capacity on key rail services and bus routes** to ease overcrowding, particularly at peak times, and to support new development. In the longer term, there will be a need for longer, more frequent trains on several key routes, including Chiltern Line services serving Wembley and Sudbury; and Overground services through Willesden Junction. In addition, extended as well more frequent bus services will be required, particularly to serve the borough's growth areas. The Council will continue to work closely with TfL, Network Rail and train and bus operators to facilitate these improvements.
- **Securing capacity enhancements at several key stations** to reduce overcrowding, improve passenger experience and support future passenger demand. Priority stations include Willesden Junction, Northwick Park and Neasden.
- **Securing step-free station access improvements**, as a means of making as many of the borough's stations and interchanges as possible, accessible to all. With a focus on both entrance-to-platform and platform-to-train access enhancements, priority stations for improvement include Harlesden, Neasden, Alperton, Northwick Park and Kilburn Park.

- **Exploring the potential for demand-responsive bus services** to connect to those parts of the borough which are currently poorly served by public transport, but where new or extended conventional bus services might not be viable. This includes areas in and around Stonebridge, Church End and Roundwood and some of the more suburban areas in the north of the borough.
- **Maintaining and, where possible, enhancing the Borough's bespoke travel services**, such as our Disabled Access and School Transport services, as a means of meeting the diverse travel needs of those individuals less able to access conventional public transport.
- **Continuing the bus stop accessibility improvements programme**, to provide passengers with safe, accessible boarding facilities at bus stops, as required under the Equality Act.
- **Implementing new/improved dedicated cycling and walking links to key destinations**, including all major town and district centres, to improve inter-borough connectivity and promote sustainable mode shift. Schemes forming part of TfL's 'Cycling Future Routes' programme, including CFR 23 between Wembley and Willesden Junction, will be critical in this regard (see below). A priority for the Council remains the need to improve cycle and pedestrian access over physical barriers such as major roads, railways and waterways

as a means of reducing severance and connecting our communities. Further details of all proposed cycling and walking routes and infrastructure requirements will be set out in the Brent Active Travel Implementation Plan.

- **Working with developers to ensure that all new developments provide for active, efficient and sustainable travel as an integral part of the development proposal.** In particular, the provision of high quality, safe, accessible and well-connected public transport, cycling and walking infrastructure will be critical in helping to create healthier, more resilient and more welcoming places and to achieve modal shift away from private vehicles. If transport improvements cannot be provided as part of development proposals, the Council will seek S106/CIL contributions towards the costs of these.
- **Requiring all significant new developments to be underpinned by a robust Transport Assessment** to ensure that the positive impacts of growth and regeneration in Brent are not undermined by adverse impacts on the transport network and the environment. Major development proposals will also be required to produce sustainable Travel Plans, Construction and Logistic Plans and Delivery and Servicing Plans setting out how the transport and related impacts of these developments will be managed and mitigated and to facilitate an increase in active, efficient and sustainable travel.





## In the Spotlight: West London Orbital

Forming an extension to the London Overground network, the West London Orbital (WLO) will be a new rail link connecting Hendon and West Hampstead with Hounslow and Kew Bridge, with stations at Brent Cross, Neasden, Harlesden, Old Oak Common, Acton and Brentford. The route will bring back into passenger use a freight-only line between Cricklewood and Acton before joining up with the North London and SouthWest main lines.

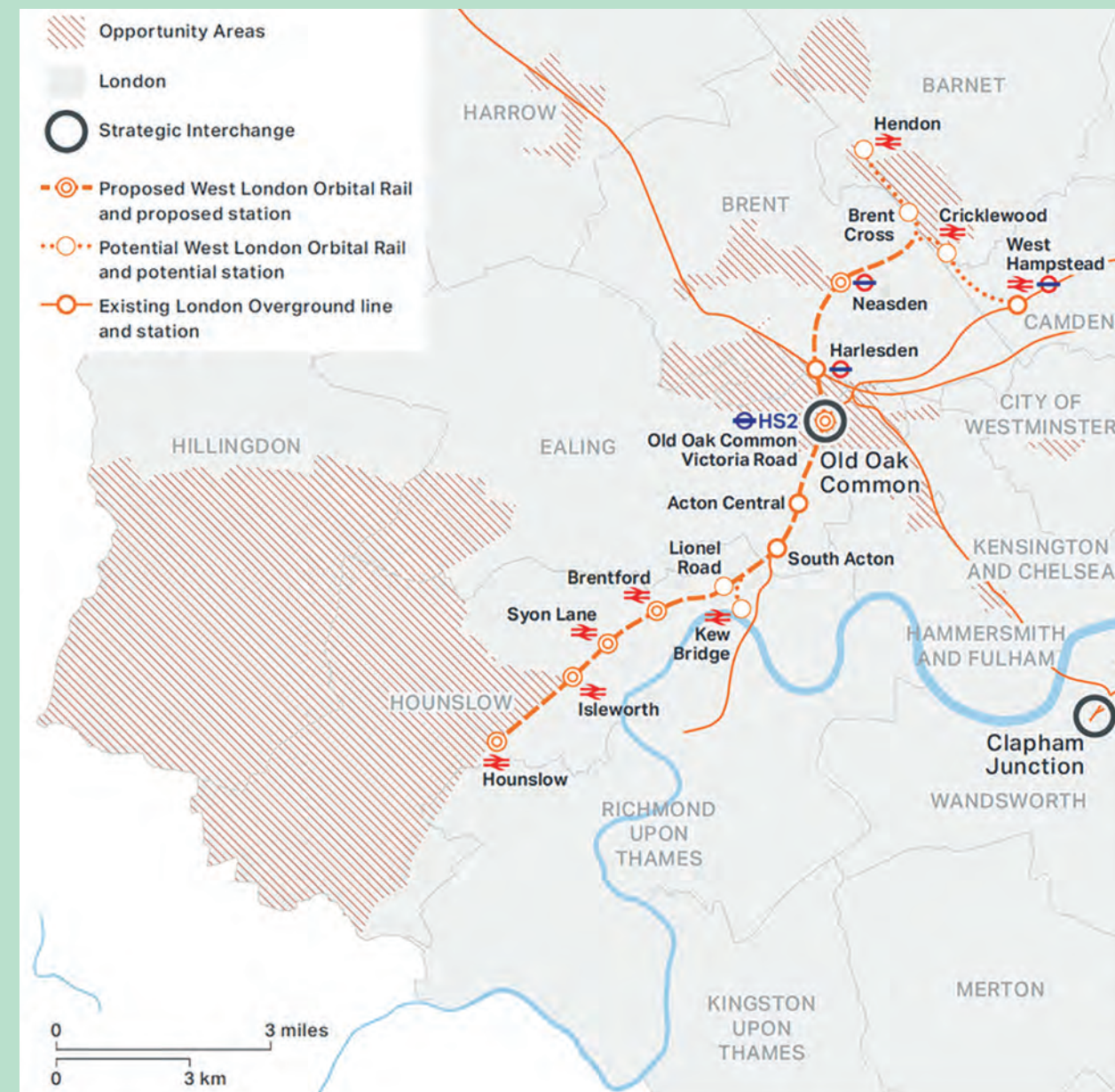
A shared strategic infrastructure priority for West London boroughs, the WLO would boost orbital connectivity in North and West London, unlocking potential for new jobs and

homes, and connecting to existing rail infrastructure including the Jubilee and Piccadilly lines, Crossrail and HS2. The route could potentially provide for up to eight trains per hour on the central section between Neasden and South Acton.

Work to develop the project, including detailed examination of technical issues like signalling, junctions and other infrastructure requirements and discussions around timetabling and funding options, is ongoing between Transport for London, Network Rail, West London Alliance and other key stakeholders. Assuming this detailed work is successful, the first trains could be running by 2026.

The map below shows the proposed route:

The WLO proposal (as described in Mayor's transport strategy)



## In the Spotlight: Cycling Future Route 23 – Wembley to Willesden Junction

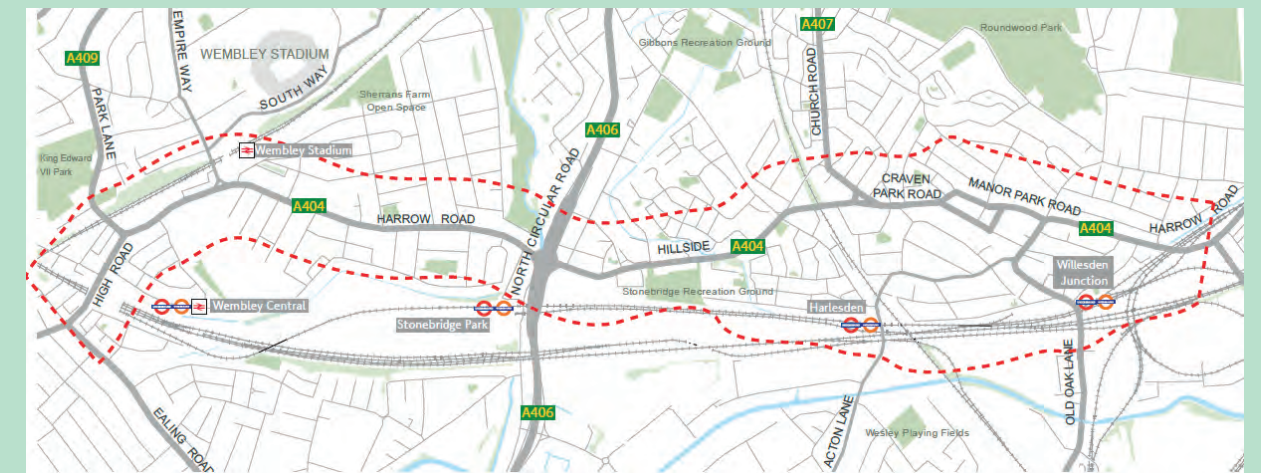
Forming north-west London's first major cycle route, the 5km Cycling Future Route (CFR) 23 is planned to link Wembley, Stonebridge Park and Willesden Junction – with the aim of providing dedicated, safe, continuous cycling infrastructure to enable more people to cycle.

The route is one of six across nine London boroughs which have been identified as having some of the highest

potential for cycling but currently lack safe infrastructure. Once completed, it will form an important part of a pan-London network of high-quality cycle routes.

Working closely with the Council and our local communities, Transport for London is progressing with design work for the scheme. Subject to consultation, approval and confirmation of funding, work on implementation could start as early as 2024.

The map below highlights the indicative route corridor.





Funding sources

3.8 Funding for implementing the Delivery Plan is expected to come from a range of sources, including from Central Government, the Mayor and Transport for London, the Council and developers. The Covid-19 pandemic and

subsequent impact on government finances is likely to result in funding pressures in the short-medium term, with the need to prioritise spending and explore new sources of funding. A summary of the principal funding sources is set out in Table 3.1:

Table 3.1: Delivery Plan – Principal Funding Sources

Funding Provider	Funding Programmes
Greater London Authority (GLA)	The Council will consider submitting future bids for funding through programmes including: <ul style="list-style-type: none"><li>• The Mayor’s Air Quality Fund (MAQF) – to introduce measures to address poor air quality in parts of the borough;</li><li>• The Future Neighbourhoods 2030 Programme – with a view to supporting some of Brent’s most deprived, climate vulnerable neighbourhoods to transition to a low carbon future.</li></ul>
Transport for London (TfL)	The main source of funding for implementing many of the smaller and medium sized measures in the Delivery Plan is TfL’s Healthy Streets funding allocation, which comprises a range of formula, discretionary and strategic funding programmes, including: <ul style="list-style-type: none"><li>• LIP Corridors, Neighbourhoods and Supporting Measures/Local Transport Fund – c.£2.3 million awarded in 2020/21, but reduced allocation anticipated in future years owing to TfL funding pressures.</li><li>• Borough Assets – Funding support for the upkeep of the principal road network and bridge structures has been reduced across London while TfL identifies a new, long-term funding stream for this work.</li><li>• Liveable Neighbourhoods funding – The programme is currently paused due to TfL funding pressures, but the Council plans to submit funding bids in future years if it is restarted.</li><li>• Strategic projects – The Council is working with TfL to develop a number of strategic cycling and bus priority schemes to be implemented in Brent over the course of the Delivery Plan. The level of funding required for many of these schemes is still to be confirmed.</li></ul>
Department for Transport (DfT)	A range of funding streams is available to local authorities including for delivering active travel schemes and EV charging infrastructure: <ul style="list-style-type: none"><li>• Active Travel Fund – Grant funding for the introduction of cycling and walking facilities during Covid-19. C.£0.6 million awarded in 2020/21, but unclear whether funding stream will continue post-pandemic.</li><li>• On-Street Residential Charge Point Scheme (ORCS) – Provides grant funding towards EVCP installation costs. C.£0.45 million awarded in 2020/21, with £20 million available to bid for in 2021/22.</li><li>• DfT/Energy Saving Trust eCargo bike grant fund – to support the acquisition of eCargo bikes, to support green last mile deliveries.</li></ul>
Other Government Departments	Key funding streams available from the Ministry of Housing, Communities and Local Government (MHCLG) include: <ul style="list-style-type: none"><li>• Housing Infrastructure Fund (HIF) to deliver transport infrastructure as a means of unlocking new homes in the borough (e.g. Northwick Park).</li><li>• Levelling Up fund – a £4.8 billion fund to support town centre and high street regeneration, local transport projects, and cultural and heritage assets across the UK.</li><li>• Defra Air Quality Grants – awarded across England to fund local projects for cleaner air.</li></ul>
Brent Council	• C.£3.5 million secured in 2021/22 towards footway reconstruction, carriageway resurfacing and other repair and improvement works as part of the Council’s Borough-wide Highways Maintenance Programme. Funding for future years to be confirmed.
Developers	S106 contributions and Community Infrastructure Levy (CIL) receipts are key sources of funding for infrastructure, including a range of transport infrastructure improvements, needed to support new development in the borough. Further details are provided in the annual Infrastructure Funding Statement (IFS) for Brent, which highlights that in 2019/20: <ul style="list-style-type: none"><li>• C.£27m of CIL receipts were received;</li><li>• C.£3.3m of Strategic CIL (SCIL) was spent on major highways and public realm improvements in Wembley;</li><li>• Over £3.5m of retained S106 funding was allocated towards the delivery of a range of transport, highways and public realm improvements across the borough.</li></ul>
Other Funding Sources	The council will explore other sources of funding for implementing future transport initiatives, including: <ul style="list-style-type: none"><li>• Workplace Parking Levy (WPL) – a charge on employers for the number of parking spaces provided for employees. All money raised from a WPL is required to be ring-fenced for investment in local transport improvements.</li></ul>

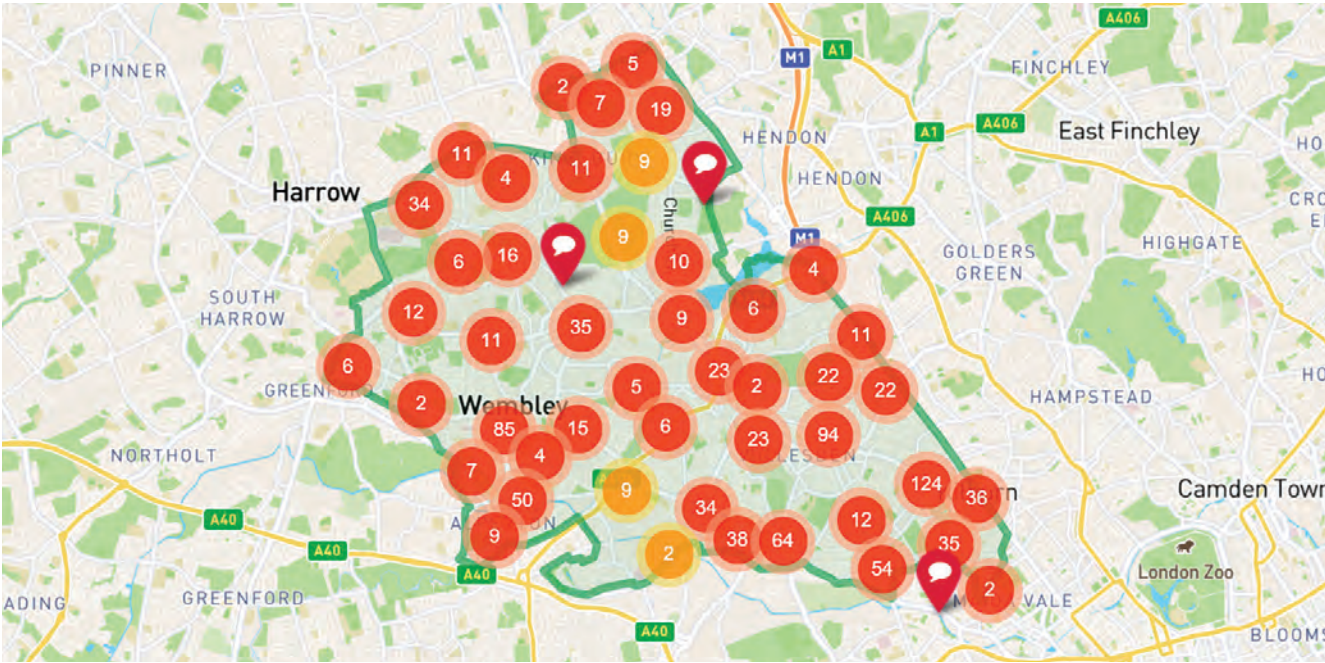
Involving Brent’s communities

- 3.9 The Council is committed to working closely with the many diverse communities within Brent to deliver transport and environmental improvements that benefit everyone.
- 3.10 To ensure that schemes and initiatives bring about tangible benefits to those areas in which they are introduced, the Council recognises the need to adopt a ‘collaborative’ approach to the various stages of design,

implementation and monitoring. Only by working closely with residents and businesses – the experts in their areas, can we hope to address their concerns and meet their aspirations.

- 3.11 With a wide range of projects and interventions proposed, it is likely that a variety of different methods of engagement will be required. For larger, more complex schemes, it is proposed that tailored engagement strategies will be produced.

Brent Commonplace Community Forum 2020 – Resident Views and Ideas on Active Travel



Numbers represent the number of comments regarding particular aspects of active travel in Brent as received by resident





4. Performance Management and Monitoring

4.1 This section sets out the performance management and monitoring arrangements for the LTTS, including the key performance indicators and targets; and a summary of the systems in place for monitoring and reporting progress of the strategy. This is an important element of the plan and will contribute to understanding progress in delivering the LTTS objectives.

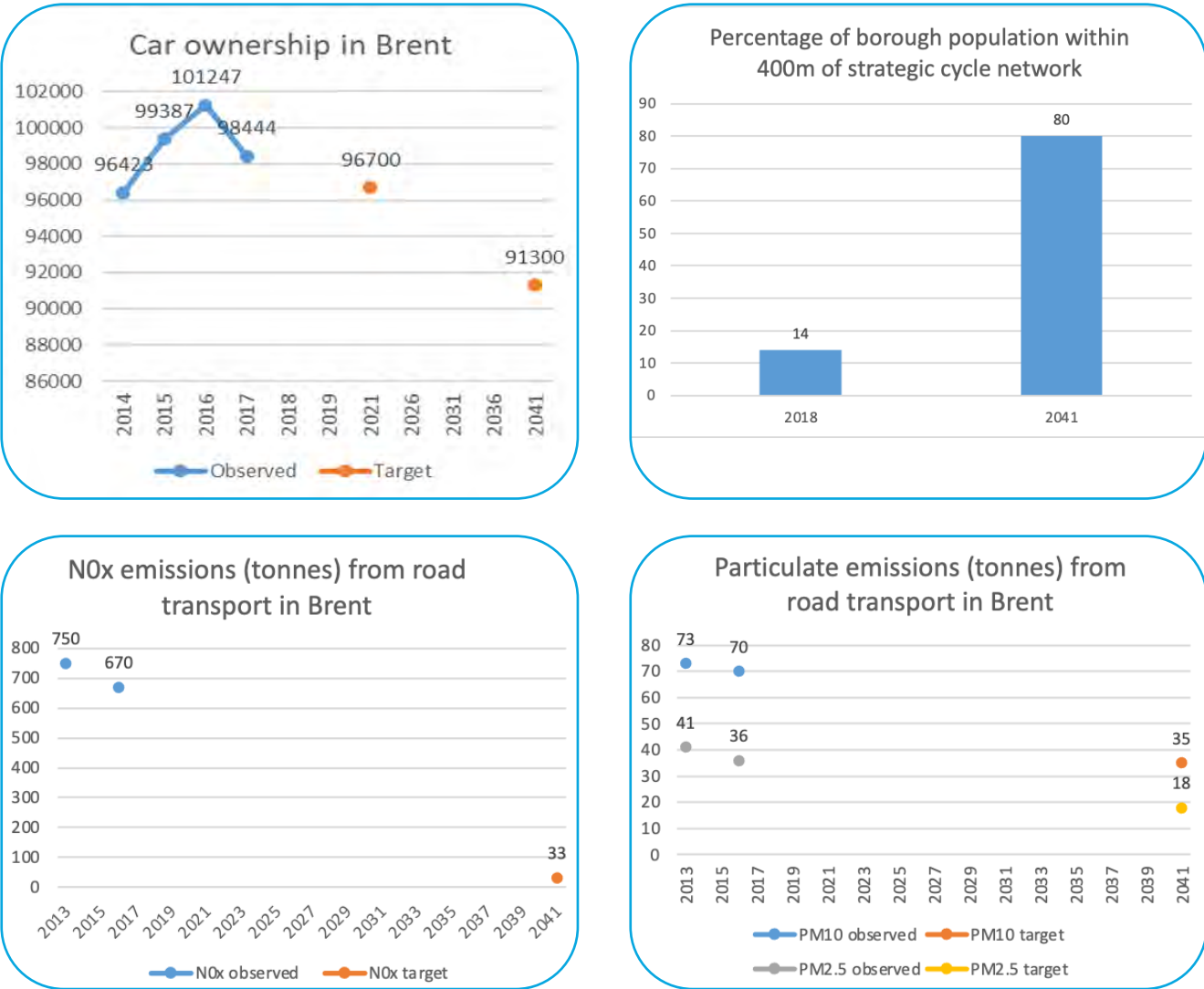
Proposed performance indicators and targets

4.2 Details of the various LTTS performance indicators and targets are provided in Table 4.1, below. It includes details of the target value and date by which each target is to be reached, along with a summary of the actions needed and risks to achieving the targets. The indicators/targets

align closely to those set out in the MTS and a range of Council plans and strategies, including the Brent 3rd Local Implementation Plan (LIP3) and the Brent Climate and Ecological Emergency Strategy and include targets to:

- Reduce traffic and car ownership levels by 10%;
- Increase the proportion of residents participating in active travel to 70%;
- Reduce CO2 emissions to net zero and significantly reduce other emissions;
- Eliminate all deaths and serious injuries from road collisions;
- Increase the proportion of residents who have access to frequent public transport services to 50% and to a safe and pleasant cycle network to 80%.

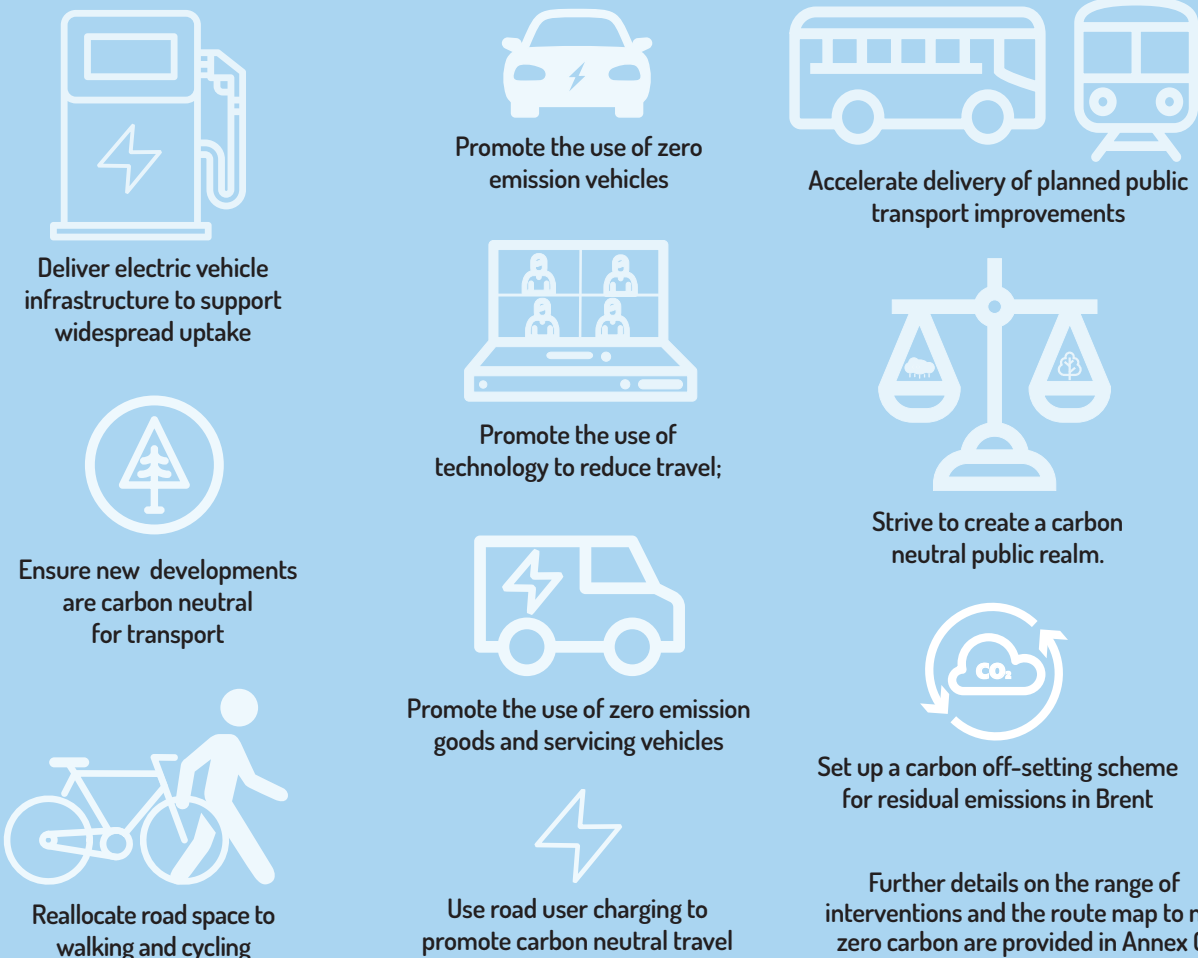
Figure 4.1: Select LTTS Targets



Achieving net zero transport CO2 emissions in Brent by 2031

Following the declaration of a climate and ecological emergency in 2019, the Council has developed a strategy setting out its proposed priorities and a pathway to achieving carbon neutrality by 2030. A key objective of the strategy is to bring about as close as possible to zero the number of petrol and diesel road journeys made in the borough; and to increase significantly journeys made by sustainable modes of travel, such as cycling, walking or public transport.

In 2020, the Council commissioned consultants to produce a report and roadmap identifying the measures and actions required to achieve net zero carbon emissions from road transport in Brent by 2030. The report highlights that reaching net zero carbon from transport over the next decade will require enormous changes in the way that people travel in Brent, in vehicle technology, in the fuel sources that power transport and uptake in the technology that will make travel more efficient or not needed at all. Amongst the report's recommendations include a need for the Council and its partners to:



Source: Brent Climate Change and Transport Study: Route map to net zero carbon by 2030; Steer, 2020





Eliminating all deaths and serious injuries from road collisions in Brent by 2041

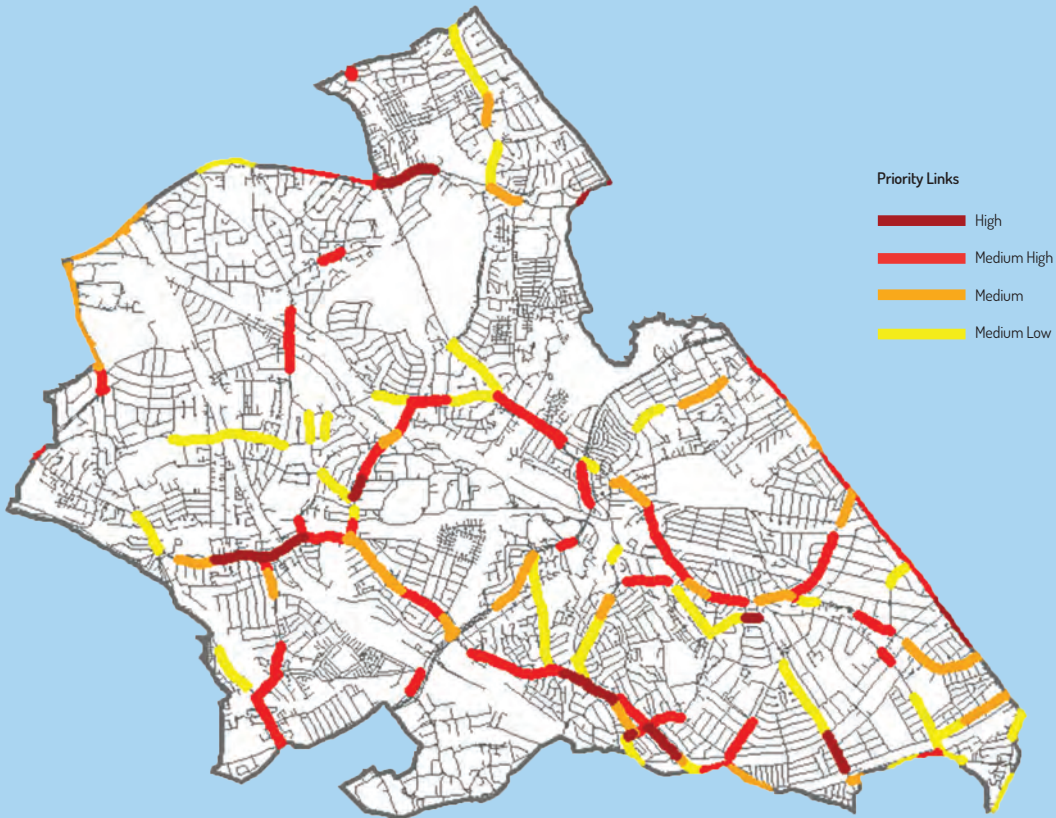
Reducing casualties is at the heart of the Council's approach to road safety, and the number of people killed or seriously injured on Brent's roads continues on a downward trend. However, it is clear that more still needs to be done.

In 2021, the Council commissioned consultants to undertake a comprehensive review and analysis of road traffic casualties in the borough, with a view to identifying a short-term programme of schemes/interventions for implementation; and to establish a longer-term approach to achieving zero Killed and Seriously Injured (KSI) casualties on the Brent road network by 2041.

The study highlighted that vulnerable road users, such as pedestrians, cyclists and powered two-wheelers, are the most likely user group to be killed or seriously injured, with a high proportion of serious and fatal collisions occurring at night and at road crossings/junctions. The study concludes that a focus on road safety interventions that aims to reduce these identified 'high risk' collision types will likely result in the greatest progress towards achieving Vision Zero in Brent, but suggests the need for a particular emphasis on tackling road speed; education and behaviour change; and protecting vulnerable road users.

The map below highlights those priority locations for road safety interventions in Brent. A summary of key actions is provided in Annex D.

Top 20 Priority Links for Intervention as identified in Road Safety Analysis



Monitoring and Review

- 4.3 Monitoring of the delivery of the LTTS will be undertaken by the Transportation Planning Team, with regular meetings to be held with those responsible for the delivery of the various projects and initiatives outlined in the High Level Delivery Plan, with progress towards the various targets and indicators reported each year.
- 4.4 A mechanism for monitoring and evaluating the impact of specific schemes and initiatives in delivering the various LTTS objectives and priorities will be established. This will include details of the range of monitoring data that will be required to be collected before, during and after scheme implementation.

- 4.5 The process of reviewing the LTTS emerges, in part, from the above monitoring system, with the High Level Delivery Plan able to be amended and schemes/measures added or removed or brought forward/put back depending on factors such as their effectiveness; changes in Mayoral or borough priorities; the availability of funding; or the capacity of the Council and its partners to deliver. A wider review of the LTTS, including plan objectives and targets/indicators will be carried out every five years.

Table 4.1: Proposed LTTS Performance Indicators and Targets

Performance Indicator/Target	Metric	Borough Baseline	Target (2041, unless stated)	Delivery Plan measures to achieve target	Risks and requirements to achieving targets
LTTS Core Aim 1: Reduce traffic and facilitate healthy, sustainable travel (A) Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities (B) Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples' health and wellbeing					
Reduce overall traffic levels by 10%	Vehicle kilometres in Brent in given year. Base year 2017	884 million	795 million	<ul style="list-style-type: none"><li>• Traffic Management/Reduction Measures</li><li>• 'Behaviour Change' Initiatives</li><li>• Public Transport Initiatives</li><li>• Cycling/Walking Schemes</li></ul>	<ul style="list-style-type: none"><li>• Requirement for successful partnerships with a range of stakeholders, including schools, residents, businesses and developers.</li><li>• Need to understand the factors that influence travel choices.</li></ul>
Reduce car ownership by 10%	Total cars owned and car ownership per household, borough residents. Base year 2017	98,444	88,600		<ul style="list-style-type: none"><li>• Significant levels of new development are planned in the borough which, if not managed carefully, could increase congestion and air pollution and impact on the Council's ability to reduce traffic and to increase sustainable mode share.</li></ul>
Increase walking, cycling and public transport mode share	By borough resident – based on average daily trips (2015/16 – 2017/18 average)	67%	80%	<ul style="list-style-type: none"><li>• Public Transport Initiatives</li><li>• Cycling/Walking Schemes</li><li>• 'Behaviour Change' Initiatives</li><li>• Traffic Management/Reduction Measures</li></ul>	
Achieve net zero CO2 emissions by 2031	CO2 emissions (tonnes) from road transport within Brent. Base year 2016	211,900	0 (2031)	<ul style="list-style-type: none"><li>• Public Transport Initiatives</li><li>• Cycling/Walking Schemes</li><li>• 'Behaviour Change' Initiatives</li><li>• Traffic Management/Reduction Measures</li><li>• Highways/Public Realm Enhancements</li></ul>	
Reduce NOx emissions by 95%	NOx emissions (tonnes) from road transport within Brent. Base year 2016	670	33	<ul style="list-style-type: none"><li>• Cycling/Walking Schemes</li><li>• 'Behaviour Change' Initiatives</li><li>• Traffic Management/Reduction Measures</li></ul>	
Reduce particulate emissions by 50%	PM10 and PM2.5 emissions (tonnes) from road transport within Brent. Base year 2016	PM10: 70 PM2.5: 36	PM10: 35 PM2.5: 18	<ul style="list-style-type: none"><li>• Highways/Public Realm Enhancements</li></ul>	
Increase the proportion of residents participating in active travel	Proportion of borough residents doing at least 20 minutes of active travel a day (2015/16 – 2017/18 average)	257%	70%	<ul style="list-style-type: none"><li>• Cycling/Walking Schemes</li><li>• 'Behaviour Change' Initiatives</li><li>• Traffic Management/Reduction Measures</li><li>• Highways/Public Realm Enhancements</li></ul>	



Performance Indicator/ Target	Metric	Borough Baseline	Target (2041, unless stated)	Delivery Plan measures to achieve target	Risks and requirements to achieving targets
LTTS Core Aim 2: Make our streets and neighbourhoods safer, greener and more equitable (C) Improve safety and security across the transport network (D) Create healthier, more resilient and more welcoming streets and neighbourhoods					
Eliminate all deaths and serious injuries from road collisions	Deaths and serious injuries (KSIs) from road collisions in Brent (2017 – 2019 average)	132	0	• Highways/Public Realm Enhancements  • Traffic Management/ Reduction Measures	• Accuracy of the data recorded. Ability of TfL to reduce casualties on the TLRN.
Reduce the total number of pedestrian, cyclist and PTW casualties by 80%	All vulnerable road user casualties from road collisions in Brent (2017 – 2019 average)	563	112	• Cycling/Walking Schemes • 'Behaviour Change' Initiatives	• Level of funding available to the Council.  • Buy-in from residents, businesses and other key stakeholders.
98% of non-emergency repairs to be made within 28 days	% of Category 2 defects repaired on time (Non-emergency repairs: response time to make highways/ footways safe within 7-28 days). 2019/20 outturn	98% (annual target)	98% (annual target)	• Highways/Public Realm Enhancements	
LTTS Core Aim 2: Make our streets and neighbourhoods safer, greener and more equitable (C) Improve safety and security across the transport network (D) Create healthier, more resilient and more welcoming streets and neighbourhoods					
Increase the proportion of residents who have access to frequent public transport services	Proportion of borough residents living within an area of PTAL 4 or above. Base year 2019	37%	50%	• Public Transport Initiatives	• Availability of funding, including Government, Council and developer funding.  • Buy-in from developers and other key stakeholders.
Increase the proportion of residents who have access to a safe and pleasant cycle network	Proportion of borough residents living within 400m of the London-wide strategic cycle network. Base year 2018	14%	80%	• Cycling/Walking Schemes	• Availability of funding, including Government, Council and developer funding.  • Buy-in from developers and other key stakeholders.
Reduce the difference between average. public transport network journey time and average. step-free public transport network journey time by 50%	Average journey time difference in minutes. Base year 2018	8	4	• Public Transport Initiatives • Highways/Public Realm Enhancements	





Annex A: Proposed LTTS Aims/Objectives – link to Mayoral and Borough Priorities/Outcomes

Proposed LTTS Aims/ Objectives*	MTS Priorities/Outcomes										Borough Plan Vision/Priorities				
	Changing the transport mix	Healthy streets and healthy people				A good public transport experience			New homes and jobs		Building a better Brent				
		Active	Safe	Efficient	Green	Connected	Accessible	Quality	Good Growth	Unlocking	Every opportunity to succeed	A future built for everyone, an economy fit for all	A cleaner, more considerate Brent	A borough where we can all feel safe, secure, happy and healthy	Strong foundations
LTTS Core Aim 1: Reduce traffic and facilitate healthy, sustainable travel															
A. Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities	✓✓	✓	✓✓	✓	✓✓		✓	✓✓	✓✓		✓	✓✓	✓✓	✓✓	✓
B. Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples' health and wellbeing	✓✓	✓✓	✓✓	✓✓	✓✓	✓	✓✓	✓	✓✓		✓	✓✓	✓✓	✓✓	✓
LTTS Core Aim 2: Make our streets safer, greener and more equitable															
C. Improve safety and security across the transport network	✓	✓✓	✓✓	✓			✓✓	✓✓	✓		✓	✓	✓	✓✓	✓
D. Create healthier, more resilient and more welcoming streets and neighbourhoods	✓✓	✓✓	✓✓	✓✓	✓✓	✓	✓✓	✓	✓✓		✓	✓✓	✓✓	✓✓	✓
LTTS Core Aim 3: Unlock growth and create exemplar places															
E. Secure transport improvements vital for delivering new housing and jobs and to connect our diverse communities	✓✓	✓	✓	✓	✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
F. Mitigate the transport and related impacts of new development and create sustainable, inclusive places	✓✓	✓✓	✓	✓✓	✓✓	✓	✓✓	✓	✓✓	✓	✓	✓✓	✓✓	✓✓	✓

KEY:  
✓✓ High contribution to priorities/outcomes    ✓ Lower contribution to priorities/outcomes  
\* All LTTS objectives have a lifespan to 2041 to reflect the timeframe of the MTS



Annex B: Proposed LTTS Delivery Plan Measures and Interventions – link to LTTS Aims/Objectives

LTTS Delivery Plan Measures/ Interventions	Timeframe	Costs	LTTS Aims/Objectives					
			1. Reduce traffic and facilitate healthy, sustainable travel		2. Make our streets safer, greener and more equitable		3. Unlock growth and create exemplar places	
			Objective A	Objective B	Objective C	Objective D	Objective E	Objective F
Implementing new/improved cycling and walking infrastructure	S/M	£/££	✓	✓✓	✓	✓✓	✓✓	✓
Developing/monitoring sustainable travel plans for schools, businesses and new developments	S	£	✓✓	✓✓	✓	✓		✓✓
Expanding Borough-wide 'Safer and Healthier Travel in Brent' programme	S	£	✓	✓✓	✓✓	✓✓		
Facilitating uptake of low/zero-emission vehicles	S/M	£/££	✓✓	✓✓		✓✓		✓✓
Introducing selective vehicle management/ control measures	S/M	£/££	✓✓	✓✓	✓✓	✓✓	✓	✓✓
Maximising potential of technology/ intelligent transport systems (e.g. VMS, SCOOT)	M/L	£/££	✓✓	✓	✓✓	✓		
Developing a Delivery and Servicing Action Plan	S	£	✓✓	✓✓	✓	✓		✓✓
Securing further bus priority improvements	S/M	£/££	✓	✓✓	✓	✓✓	✓	✓✓
Providing real time passenger information	S	£	✓	✓✓	✓✓			✓
Expanding existing shared mobility solutions (e.g. car clubs, e-bikes)	S/M	£/££	✓✓	✓✓	✓✓			✓
Exploring the potential for introducing a workplace parking levy (WPL)	M	£	✓✓	✓✓	✓	✓✓	✓	✓✓
Implementing targeted road safety improvements/casualty reduction measures	S/M	£/££	✓	✓✓	✓✓	✓✓		✓
Implementing further 20 mph zones	S	£/££	✓	✓✓	✓✓	✓✓		✓
Expanding our road safety education/ training programmes	S	£	✓	✓✓	✓✓	✓		
Trialling new/innovative road safety measures	S/M	£/££	✓	✓✓	✓✓	✓✓		✓
<b>KEY:</b> ✓✓ High contribution to aims/objectives ✓ Lower contribution to aims/objectives  S: Short Term (0–4 Years) M: Medium Term (5–9 Years) L: Long Term (10+ Years)  £: Low Cost (<£1m) ££: Moderate Cost (>£1m – <£5m) £££: High Cost (>£5m)	<b>Objectives:</b> A. Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities B. Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples' health and wellbeing C. Improve safety and security across the transport network D. Create healthier, more resilient and more welcoming streets and neighbourhoods E. Secure transport improvements vital for delivering new housing and jobs and to connect our diverse communities F. Mitigate the transport and related impacts of new development and create sustainable, inclusive places							

LTTS Delivery Plan Measures/ Interventions	Timeframe	Costs	LTTS Aims/Objectives					
			1. Reduce traffic and facilitate healthy, sustainable travel		2. Make our streets safer, greener and more equitable		3. Unlock growth and create exemplar places	
			Objective A	Objective B	Objective C	Objective D	Objective E	Objective F
Introducing CCTV cameras, improved street lighting and other security measures	M	£/££	✓	✓✓	✓✓	✓✓		✓
Developing a high-quality street environment/ public realm	M	£	✓	✓✓	✓✓	✓✓	✓	✓✓
Installing new/upgrading existing crossing facilities	S/M	£	✓	✓✓	✓✓	✓✓	✓✓	✓
Expanding the provision of 'green' infrastructure	S/M	£/££	✓	✓✓	✓	✓✓		✓✓
Implementing timely carriageway and footway repairs/resurfacing	S/M/L	£/££	✓	✓✓	✓✓	✓✓		✓
Securing new bus and rail links/services to the borough's growth areas	M/L	££/£££	✓✓	✓✓	✓		✓✓	✓✓
Securing additional capacity on key rail services/ bus routes	M/L	££/£££	✓	✓✓	✓✓	✓	✓✓	✓✓
Securing capacity enhancements at several key stations	M/L	££/£££	✓	✓✓	✓	✓✓	✓	✓✓
Securing step-free station access improvements	M/L	££/£££	✓	✓✓	✓	✓✓	✓✓	✓✓
Exploring the potential for demand-responsive bus services	M	££	✓✓	✓✓	✓	✓	✓✓	✓✓
Maintaining/enhancing the Borough's bespoke travel services	S/M	££	✓✓	✓✓	✓		✓✓	✓✓
Continuing the bus stop accessibility improvements programme	S/M	£	✓✓	✓✓	✓	✓✓	✓✓	✓
Implementing new/improved dedicated cycling and walking links to key destinations	S/M	£/££	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
Ensuring that all new developments provide for active, efficient and sustainable travel as an integral part of the development proposal	S/M/L	£/££/££	✓✓	✓✓	✓	✓✓	✓✓	✓✓
Requiring all significant new developments to be underpinned by a robust Transport Assessment	S/M/L	£	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
<b>KEY:</b> ✓✓ High contribution to aims/objectives ✓ Lower contribution to aims/objectives  S: Short Term (0–4 Years) M: Medium Term (5–9 Years) L: Long Term (10+ Years)  £: Low Cost (<£1m) ££: Moderate Cost (>£1m – <£5m) £££: High Cost (>£5m)	<b>Objectives:</b> A. Reduce journeys made by private vehicles and mitigate the impacts of traffic on the environment and our communities B. Increase levels of active, efficient and sustainable travel to reduce pollution and improve peoples' health and wellbeing C. Improve safety and security across the transport network D. Create healthier, more resilient and more welcoming streets and neighbourhoods E. Secure transport improvements vital for delivering new housing and jobs and to connect our diverse communities F. Mitigate the transport and related impacts of new development and create sustainable, inclusive places							



Policy areas										
Electric / hydrogen vehicles			Integrated planning	Digital technology	Demand management	Sustainable transport		Sequestration / renewable energy		
Interventions										
Deliver EV infrastructure	Promote the use of ZE vehicles	ZE delivery and servicing vehicles	Carbon neutral development	Technology to reduce travel	Road user charging	Reallocate road space	Public transport improvement	Carbon off-setting scheme	Carbon neutral public realm	
Actions										
Short term (2020-2023)	Revise EV building codes Keep ahead of EV charging demand Use renewable energy for EV charging on council sites Procure use of renewable energy in council supply chain Work with gov. to regulate price of charging	<ul style="list-style-type: none"><li>• Behaviour change campaign to promote ZE vehicle uptake</li><li>• Introduce measures to incentivise EV uptake</li><li>• Expand EV use in car clubs</li><li>• Ensure TfL delivers ZE taxis and PHVs by 2023</li></ul>	<ul style="list-style-type: none"><li>• Ensure developers complete and act on DSPs</li><li>• Promote the use of cargo bikes</li><li>• Strengthen ULEZ standards for vans and HGVs</li><li>• Introduce zero emission streets</li><li>• Establish effective coordination of zero emission streets delivery</li></ul>	<ul style="list-style-type: none"><li>• Developers to complete and act on DSPs</li><li>• Promote car sharing options at new developments</li><li>• Ensure new developments are well-served by public transport</li><li>• Ensure new developments are served by the London-wide cycle network</li></ul>	<ul style="list-style-type: none"><li>• Support home working for council employees</li><li>• Promote the use of local work hubs</li><li>• Support delivery of 5G</li><li>• Support delivery of full fibre broadband</li><li>• Trial new technology solutions in Brent</li></ul>	<ul style="list-style-type: none"><li>• Deliver existing plans for ULEZ</li><li>• Introduce zero emission streets</li></ul>	<ul style="list-style-type: none"><li>• Temporary measures for Covid-19</li><li>• Accelerate cycle network delivery</li><li>• Accelerate walking scheme delivery</li><li>• Promote micro-mobility options</li><li>• Convert car parking spaces</li><li>• Increase delivery of supporting measures</li><li>• Deliver more cycle parking</li></ul>	<ul style="list-style-type: none"><li>• Deliver planned bus priority measures</li><li>• Promote delivery of West London Orbital</li><li>• Ensure public transport is accessible to all residents</li><li>• Improve step-free access in Brent</li><li>• Expand enforcement of bus lane contraventions</li></ul>	<ul style="list-style-type: none"><li>• Investigate options for setting up a carbon offsetting scheme in Brent</li></ul>	<ul style="list-style-type: none"><li>• Increase the use of LED and smart street lighting</li><li>• Convert on-street car parking spaces to pocket parks</li><li>• Ask TfL to increase TLRN greening</li></ul>
	Ask TfL to bring forward use of renewables for charging infrastructure Work with gov. to promote “greening of the grid” Continue short term measures	<ul style="list-style-type: none"><li>• Introduce ZE council fleet</li><li>• ZE council contractors</li><li>• Ensure TfL delivers ZE buses</li><li>• Introduce Mobility Hubs</li><li>• Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>• Trial new ways of managing road and kerbside space</li><li>• Review LLCS with London Councils</li><li>• Ask TfL to strengthen DSP guidance</li><li>• Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>• Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>• Promote peer-to-peer vehicle sharing services</li><li>• Trial new ways of managing road and kerbside space</li><li>• Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>• Introduce workplace parking levy</li><li>• Introduce new parking standards</li><li>• Expand ULEZ boundary to whole borough</li><li>• Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>• Expand cycle network beyond planned schemes</li><li>• Seek funding for low traffic neighbourhoods</li><li>• Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>• Continue short term measures</li></ul>	<ul style="list-style-type: none"><li>• Publish a carbon offsetting strategy for Brent</li></ul>	<ul style="list-style-type: none"><li>• Increase greening and SUDS in new developments / the public realm</li><li>• Create green corridors</li><li>• Request TfL / GLA funding</li><li>• Continue short term measures</li></ul>
	Continue short and medium term measures	<ul style="list-style-type: none"><li>• Ask TfL to bring forward use of renewable energy for public transport by 2030</li><li>• Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>• Promote delivery and use of micro-consolidation centres</li><li>• Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>• Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>• Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>• Work with TfL to introduce higher standards / charges for ULEZ</li><li>• Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>• Low traffic neighbourhoods across Brent</li><li>• Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>• Continue short and medium term measures</li></ul>	<ul style="list-style-type: none"><li>• Invest in a carbon offsetting scheme for transport emissions in Brent</li></ul>	<ul style="list-style-type: none"><li>• Renewable energy only to power street lighting</li><li>• Continue short and medium term measures</li></ul>



Annex D: Road Safety Action Plan – summary table of actions

Measure	Timeframe	Cost	Complexity	Effectiveness
Identify areas which should be targeted based on the number and severity of collisions	Medium	£££	High – requires stakeholders and public engagement, roll out strategy, enforcement	Very High
Identify high priority nodes and links across the Borough to be monitored; commission surveys	Medium	£	Low – identification of sites can be based on prioritisation hot spots	High
Review 20mph signage provision at speeding hotspots	Medium	£	Low	Moderate
Enhance road markings at speeding hotspots	Medium	£	Low	Moderate
Install Vehicle Activated Signs at speeding hotspots	Medium	££	Low – technically feasible, consider ongoing operational cost	Moderate
Install road humps, buildouts and raised treatments for informal crossing at speeding hotspots	Medium	££	Low – Consider impact on noise and pollution, deflections to be designed in line with London Buses Traffic Calming guidance	High

Measure	Timeframe	Cost	Complexity	Effectiveness
Introduce school travel plans	Medium	££	Moderate – requires engagement with schools	Moderate
Cycle Training Programme	Short/ Medium	££	Moderate – requires engagement with schools	Moderate
Pedestrian Skills Training	Short/ Medium	££	Moderate – requires engagement with schools	Moderate
Motorcyclists Skills Training	Short/ Medium	££	Moderate	Moderate

Measure	Timeframe	Cost	Complexity	Effectiveness
Undertake safety assessments of pedestrian crossing facilities as part of all new highway improvement schemes	Medium	£	Low – to be combined with other improvement projects	Moderate
Identify and safety audit all existing and new cycle routes within the Borough (Cycle Quality Criteria Assessment and CLoS – LTN 1/20)	Medium	£	Low – can be combined with other improvement projects	High
Develop a ‘motorcycle readiness’ audit to be used on safety hotspots and all new major highway improvement schemes (following TfL’s Urban Motorcycle Design Handbook)	Medium	££	Low – can be combined with other improvement projects	Moderate/High
Monitor effectiveness of Emergency School Streets on road safety	Short	£	Low	Moderate
Identify streets/areas where school streets measures would be beneficial in improving safety for children and work with schools to identify opportunities and liaise with stakeholders	Medium	£	Medium – involves stakeholder engagement, consultations, experimental implementation	High
Undertaken an analysis of traffic patterns on the Borough Road Network (e.g. using telematic data) to assess the potential presence of popular through routes affecting residential areas	Short	£	Low	Moderate
Based on the findings of the analysis, undertake feasibility studies on the introduction of LTN-type measures	Medium	££	High – involves stakeholder engagement, consultations, experimental implementation. Can be highly controversial	High





