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Brent Council, Draft Local Implementation Plan 2011–2014

December 2010



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Foreword by Councillor Jim Moher, lead member for Transportation

All London Boroughs are legally required to prepare a Transport Plan (Local Implementation Plan or 'LIP') in the form of a document setting out how they intend to implement the Mayor of London's Transport Strategy in their particular borough. This document forms Brent Council's (draft) second Local Implementation Plan and is referred to throughout as 'LIP' or 'Plan'.

The Mayor of London, Boris Johnson, published the Mayor's Transport Strategy (MTS) on **Monday 10 May 2010**. Simultaneously, a guidance document stipulating how boroughs were to prepare their MTS supportive LIPs, was issued. Transport for London (TfL) require boroughs to submit their draft LIPs by **Monday 20 December 2010**.

Brent's second Local Implementation Plan, once approved by the Mayor's office, will become a statutory document. It is prepared as a requirement of Section 145 of the Greater London Act 1999. The Plan presents how Brent Council intends to facilitate the delivery of the Mayor's overarching Goals, Challenges and anticipated Outcomes – and other locally and sub-regionally important objectives - contained within the **Mayor's Transport Strategy**¹ (MTS) document.

Brent's first LIP covered the period 2006/07 to 2010/11. This new LIP attempts to address longer-term aspirations, particularly those featuring in the revised (May 2010) MTS. However, the key period supported by tangible delivery proposals is

2011/12 – 2013/14. Whilst the Plan sets out the boroughs position on longer-term aspirations presented in the MTS, the reader is asked to note that the three year programme of investment forms the central plank of this document and the fact that longer-term proposals have less certainty as to the availability of future funding with which to deliver them.

I wholeheartedly endorse and support this visionary document and I hope you find it as fascinating to read as both myself and Cllr James Powney, lead member for the Environment have. We will be following the delivery of the document with both great interest our full support!

Signed

Cllr Jim Moher,
Lead Member for Transportation, Brent Council.

Photograph, Cllr Moher.

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

Section 1: Introduction

Welcome to Brent's Second Implementation Plan. This document consists of three main sections:

Section 2: Borough Transport Objectives

Section one follows a short resume of progress over the course of LIP 1 (2006-2011). It begins with presenting the geographical context of the borough and set out evidence based objectives which look towards 2031, the period covered by MTS2. We have to identify how we will work towards the MTS goals of:

- Supporting economic development and population growth;
- Enhancing quality of life for all Londoners;
- Improving safety and security of all Londoners;
- Improving transport opportunities for all Londoners;
- Reducing transport's contribution to climate change, and improving its resilience.

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

Section 3: Delivery Plan 2011-14

Section 2 of this document comprises a costed and fundable programme of "interventions", which will include the new LIP areas of 'Corridors and

Neighbourhoods', 'Smarter Travel' and 'Maintenance'. The Council is required to identify how interventions will deliver the Mayor's higher profile outputs of:

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

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

Section 4: Performance Monitoring Plan

TfL have identified the following statutory indicators:

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

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



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

Consultation.

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

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

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

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

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

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

Demonstrable progress throughout LIP 1, 2006-2011.

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

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

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

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



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

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

By creating a unique and visionary 'Policy & Design' section, the Council set out to ensure that changes in policy at a local, sub-regional and indeed, national level, are reviewed and embraced with greater haste and that the evidence appears on-street. Timely too, because the Council met target of achieving this before the Mayor's (May 2010) Transport Strategy was launched. This is bearing fruit already. Our 'new way of working' has further bolstered the confidence of

teams to embrace key challenges such as imminent preparation of our 2nd Local Implementation Plan which will support the new Mayoral requirements in 2010.

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

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

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



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

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

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

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

Lead Borough Status for a key strategic partnership.

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

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

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

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

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

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

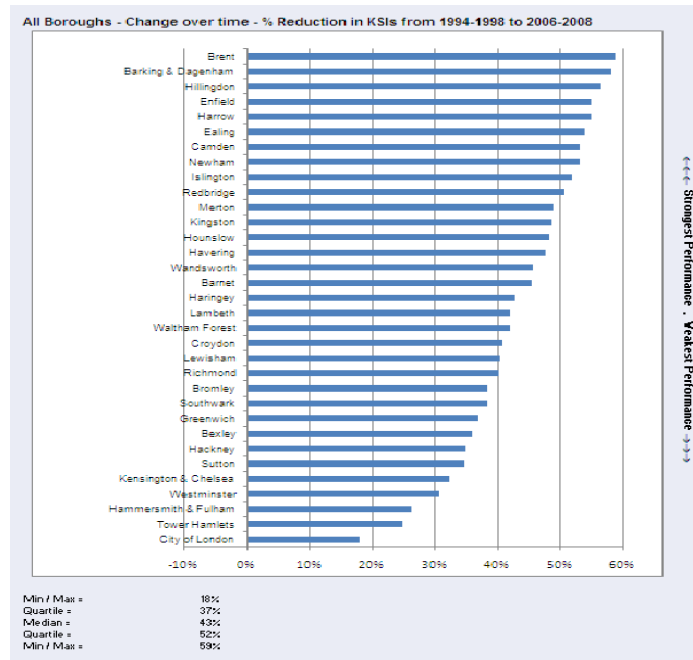
- 1) A **safer** borough for the most vulnerable users - Brent – London's **top performing** borough.

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

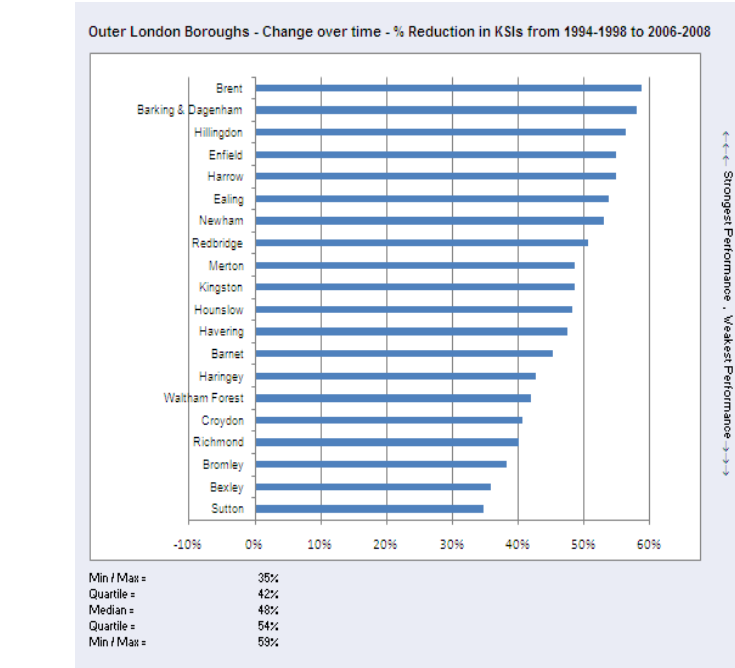
Over the last two years we have continued to implement our Road Danger Reduction policy 'on-street'. This approach formed the cornerstone of Brent's first (2006-2011) Local Implementation Plan and Brent's founding membership is documented here at www.rdrf.org/pubset.htm. We were one of only a small handful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

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

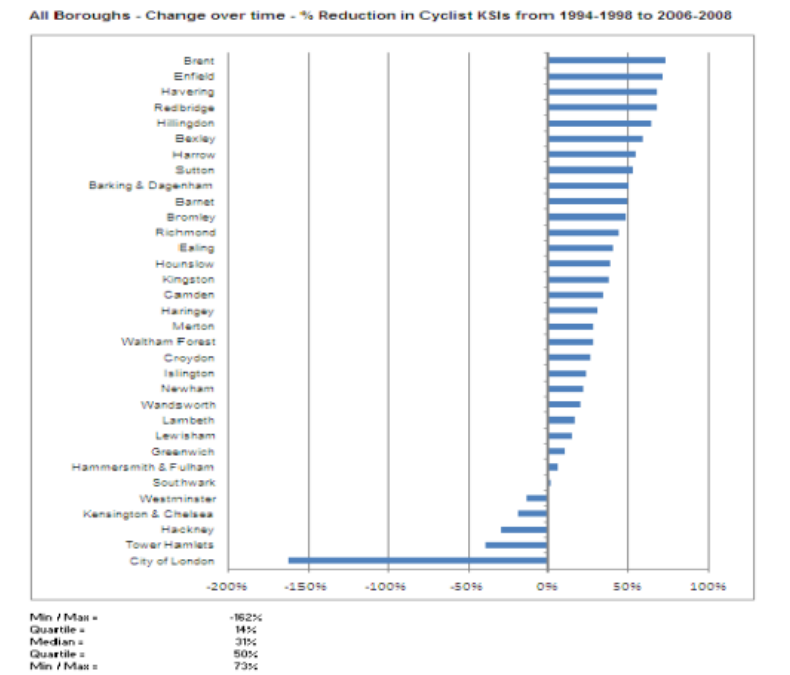
Brent - 1st place. A **59%** reduction in the number of people killed or seriously injured on the boroughs road (progress compared here with **all** other London Boroughs):



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

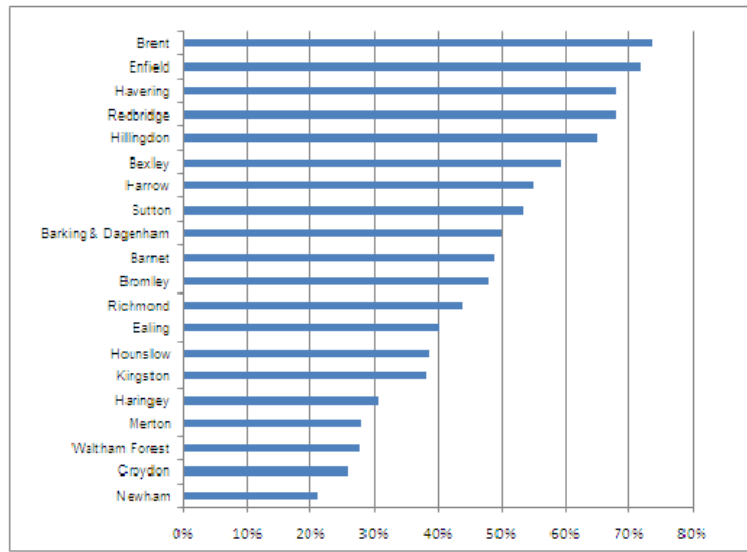


Brent - 1st place. A **73%** reduction in the number of cyclists killed or seriously injured whilst cycling in Brent (progress compared here with **all** London Boroughs):



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

Outer London Boroughs - Change over time - % Reduction in Cyclist KSIs from 1994-1998 to 2006-2008

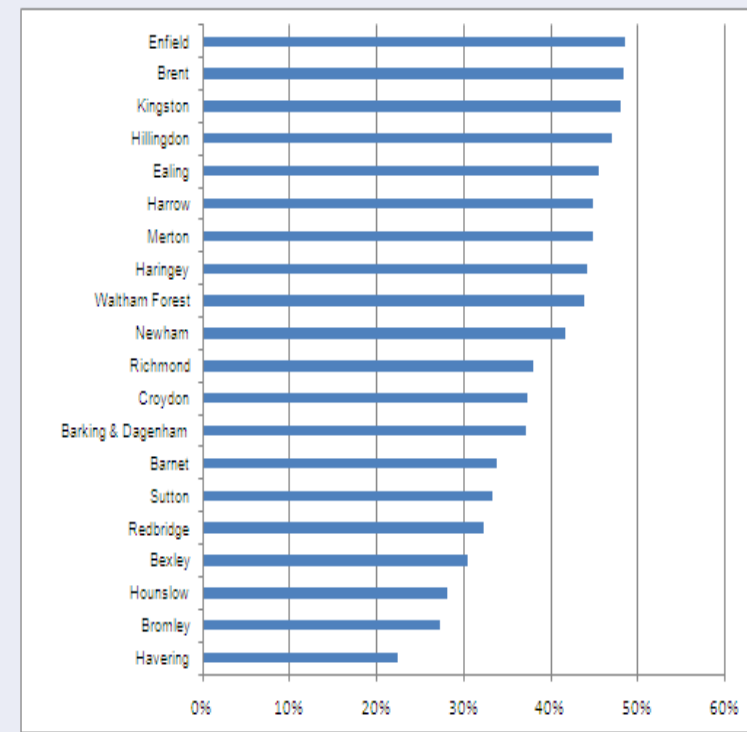


Min / Max = 21%
 Quartile = 36%
 Median = 49%
 Quartile = 58%
 Min / Max = 73%

←←← Strongest Performance , Weakest Performance →→→

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

Outer London Boroughs - Change over time - % Reduction in Pedestrian KSIs from 1994-1998 to 2006-2008

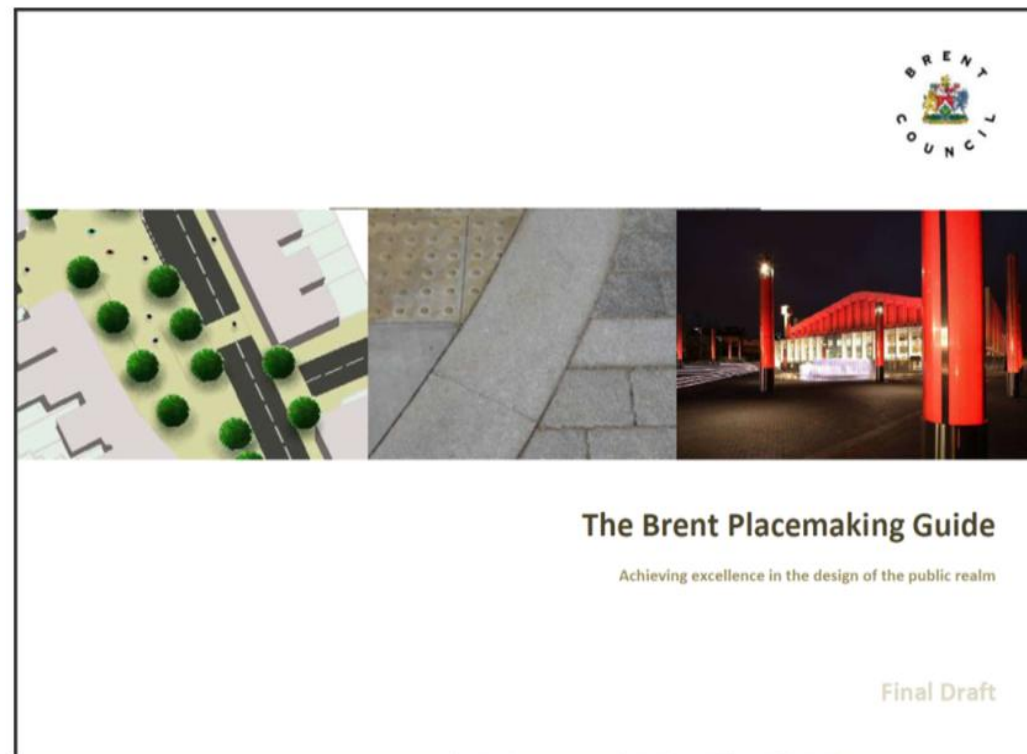


Min / Max = 22%
 Quartile = 33%
 Median = 40%
 Quartile = 45%
 Min / Max = 48%

←←← Strongest Performance , Weakest Performance →→→

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

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



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



Shared surface, Kilburn 'Streets for People'

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

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

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



Public Art at Brent River Park.

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

When it came to discussing how we could engage with the public of Harlesden town centre with a view to improving the local urban realm, we had to think outside of the box. Urban Design Skills Ltd have worked as far afield as the United States and China. They stood out as being an organisation with unique ideas and able to facilitate a strong partnership between the Council and locals.

People quickly embraced the concept and took strong ownership of their *Town Team*. The Team is formed of local residents, businesses, Council officers, members, Transport for London and Urban Design Skills.

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

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



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

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



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

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

4) A **sustainable** borough.

Why should some people who choose to drive more polluting vehicles pay the same amount for a resident's parking permit as the driver of a less polluting one? A long held policy aspiration of officers in Brent was to introduce higher charges for parking permits linked to vehicles producing larger amounts of carbon dioxide. This was a manifesto pledge of Brent's new Administration and officers were well placed to provide support for the bold decision. The full report which can be seen at www.tinyurl.com/3yn8598 (item 10). As this entry is being drafted, a consultation with residents on this proposal is currently underway, see www.Brent.gov.uk/parkingpermits. It is envisaged that the proposal could become effective from 1st April 2011.

Residents Parking Permit Charges

Curbing emissions

The council is proposing to introduce a new scale of charges for parking permits within controlled parking zones in the borough. It would mean drivers would pay less for cars with engines that produce lower emissions.

The aim of the scheme is to encourage residents to think about the amount of greenhouse gases their cars produce. Running a large car can emit 50 per cent more CO₂ than a smaller car. For more details of the proposed scale of charges visit the website and for your chance to comment please email CO2.residentpermits@brent.gov.uk

www.brent.gov.uk/parkingpermits

For a cleaner, greener Brent

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

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



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

Car clubs have expanded rapidly in Brent since 2008. As of October 2010, we now have **3247** individual car club members signed up and actively using car clubs in Brent, an amazing achievement to say we only began implementing car clubs four years ago! Brent's largest of three operators, Streetcar, have experienced rocketing growth of **35%** in Brent since the start of 2010. Officers are in regular contact with operators, and actively encourage their growth in the borough. We are expanding the borough's car club programme from **53** to **65** car clubs this year.

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

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

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

In addition to the schools mentioned above, the service has also recently commenced at Wembley High School. As with the above schools, Wembley High had issues relating to anti-social behaviour, specifically on the Route-18 bus. Wembley High is located in the midst of several other secondary schools who are also reliant on the same bus services and stops adjoining the school. This brings with it issues relating to passenger congestion, overcrowding and a large number of students attempting to board the bus at the same time. As in the case of the other participating schools, a large number of complaints were made regarding

the behaviour of students using and waiting for buses at the end of the school day.

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

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

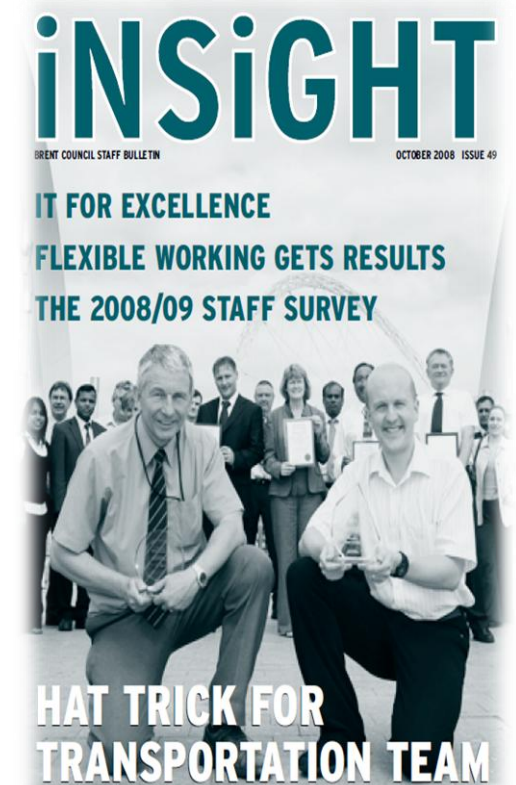
As part of the Service's commitment to improved Highways Asset Management an improved management system (Symology) has been procured. This will enable efficiency improvements to be realised in 2010/11 as a result of improved routine inspection through the use of tablet PCs, performance information, and also provide a more assured approach to management of the highways asset.

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

take place in March 2011 to acknowledge the Partnership's fantastic achievements.

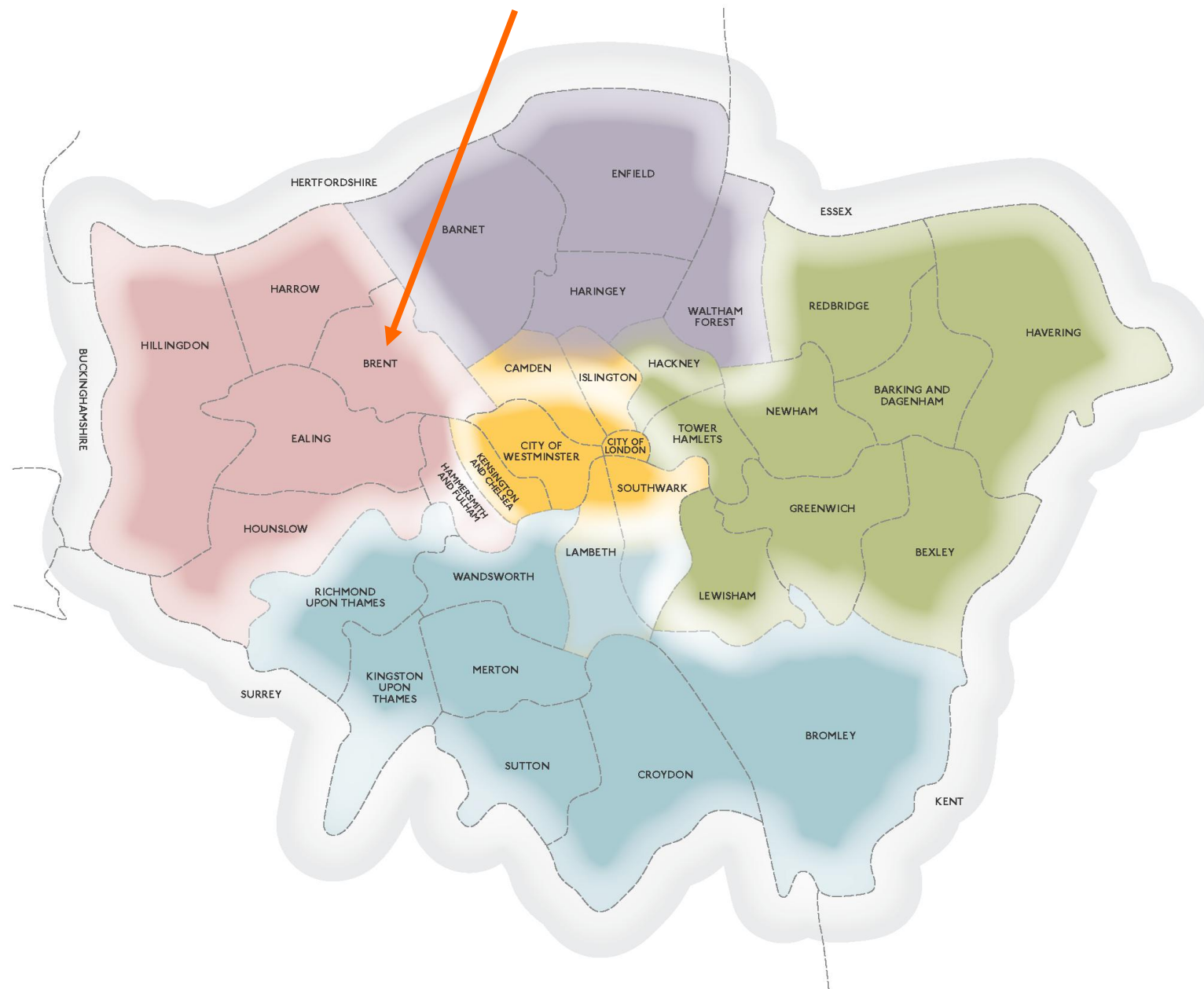
Significantly, all of the above achievements have been achieved against a background of whole Service re-organisation and a new organisational structure, with a new leadership team, became operational in July 2009.

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



Section 2: Borough Transport Objectives

The London Borough of Brent, highlighted by the arrow on the graphic below in relation to Greater London.



Brent - Some facts and figures*:

Population: 255,500;

Households: 108,035;

Local Political Control: Labour;

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

* Source - London Councils.

2. Borough Transport Objectives

This objective of this section is to:

- Set out the local context and geographical characteristics of the borough, including the relationship between the transport network and key issues such as land development, housing renewal and deprivation;
- Identify how the Mayor's Transport Strategy (MTS) goals, challenges and outcomes will be achieved at a borough level – based on evidence of local and sub-regional problems, challenges and opportunities;
- Identify a set of locally-specific LIP objectives which reflect Mayoral, sub-regional and local priorities - the Brent "Ten Point Plan" for improving transport in the borough;
- The final draft of this document will present how the LIP objectives have been informed by an Equalities Impact Assessment (EQIA) and the borough's Disability Equality Duty and Network Management Plan³ / Duty, and the Strategic Environmental Assessment⁴ (SEA); and take account commitment outlined in Transport for London's Business Plan and Investment Programme.

³ To view Brent's Network Management Plan, see www.Brent.gov.uk/xxxxxxxxxxxxxxxxxxxxxxxx

⁴ See Appendix X in this document for a resume of Strategic Environmental Assessment.

Welcome to Brent!

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

One borough

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

One community

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

One council

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

Geography

Brent covers an area of 4,325 hectares - almost 17 square miles, between inner and outer North West London. It extends from Burnt Oak, Kenton and Kingsbury in the North, to Harlesden, Queen's Park and Kilburn in the South. The North Circular Road divides the less densely populated northern part of the borough from the south. Brent is bordered by the London Borough of Barnet to the east, Harrow to the north and Ealing to the west. It has small boundaries with the inner London boroughs of Hammersmith and Fulham, Kensington and Chelsea, Westminster and



Camden in the south. The metropolitan centres of Harrow and Ealing, together with Brent Cross regional shopping centre (all of which are outside of the borough) currently meet many of the shopping and leisure demands of a large number of Brent residents. Brent, shaded here in dark yellow, in relation to Greater London:



Local Context.

Population and ethnic composition.

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

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

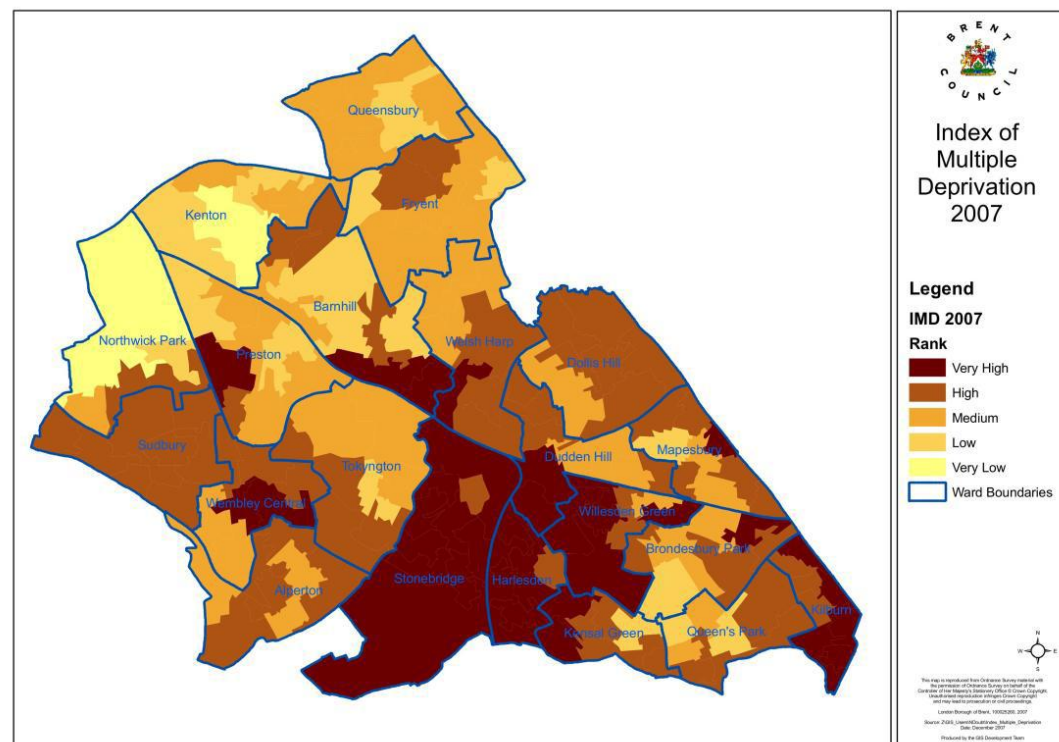
Iconic Landmarks.

Brent is a place of contrasts. Home of the iconic Wembley Stadium, and Wembley Arena and the spectacular Swaminarayan Hindu Temple (Neasden), our borough is the destination for thousands of British and international visitors every year. Brent is served by some of the best road and rail transport links in London and the area is accustomed to the successful staging of major events.

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

Deprivation.

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



Brent: Index of multiple deprivation 2007.

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

Brent's Corporate Objectives. Regeneration - driving forward economic opportunity.

Brent's New Corporate Strategy.

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

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

The document, affording the full support of the Chief Executive and the Corporate Management team, is progressive and lends strong backing to a number of Mayoral aspirations and objectives linked to improving transport in London.

“We are continuing to enhance the public realm, improving the state of our roads and pavements, and increasing road safety, particularly where it affects children. In addition the council will lobby the Mayor of London on

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

Brent today – some facts⁵

These issues underpin our ambition and commitment.

⁵ Source – Brent Corporate Strategy 2010-2014 ...

strategic transport issues which matter to Brent, including high-speed orbital bus based services connecting outer London town centres."

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

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

Our regeneration plans will be delivered within the context of creating a sustainable economic and social environment which provides residents with the services and opportunities they need, while protecting the quality of our environment for the future. For this reason we are concentrating our growth within areas that have good public transport access, have the capacity to accommodate growth and are in need of regeneration.

"Environmentally we will lead by example and aim to reduce our CO2 emissions by as much as 25% by 2014."

This will be achieved by improving energy efficiency in council buildings, encouraging the use of public transport, minimising business travel, promoting car clubs and cycling facilities and using alternative sources of energy.

The council will work with partners to implement a corporate "Climate Change Strategy" so that the whole borough is prepared for its effects and local communities are kept informed. Where possible we will make sustainable choices

in our purchasing of goods and services and promote the work of the Brent Fairtrade Network.

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

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



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

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

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

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

Half the building will provide a range of exciting new facilities for the local community to use. These include a multi-purpose foyer with grand civic steps, a flexible community hall for up to 1,000 people, a new library and learning centre, a winter garden and a smaller Civic Hall with an external terrace and a cafe. There will also be an expanded Registrar's service with a wedding suite and wedding garden. The Civic Centre will be less than 5 minute's walk from Wembley Park London underground Station, served by the Metropolitan and Jubilee Lines. However, we will work closely with Transport for London / London Buses, to ensure that the new Civic Centre is well served by bus services, with some dialogue having already taken place.

Brent - a borough of growth and opportunity.

As presented in FIGURE XX, Brent's Local Development Framework (LDF) identifies five key growth areas across the borough:

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

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



Quintain Estate's site, adjacent to the new National Stadium, Wembley Regeneration.

We will use these regeneration projects to enhance the local skills base of Brent residents, supporting local employment and training wherever possible. Poor transport services to some parts of the borough act as a barrier to employment and we will work with partners in Park Royal to improve transport services to the area. In addition to regenerating the physical environment existing local businesses are of course crucial to the economic future of the borough. We

already have good relationships with many of our small and medium-sized firms, and are working with our Employers Partnership to coordinate the business support available to grow local enterprise.

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

Determining an appropriate level of growth

The direction for the future change and regeneration of the borough also needs to accommodate population and housing growth. The issue is how much growth is appropriate and how, where and when it can be provided. The council accepts that at least 10,146 new homes (including 1,000 non self-contained homes) can be accommodated in Brent up until 2016/201769, and will aim for a target of 50% affordable in accordance with the London Plan.

The GLA have further estimated that a total of 1,030 vacant dwellings could be brought back into residential occupation over the same ten year period; thereby increasing the housing capacity to the target of 11,200 new homes. This equates to an approximate increase in population of 25,000-28,000, about 10% increase on the current population.

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

This level of proposed growth will still require an increase in provision of schools, health centres, open spaces and waste management facilities if Brent is not to 'over-heat'. In order to achieve sustainable development, and in particular to reduce the need to travel by car, population growth requires that additional jobs should be available locally. Additionally more waste will be generated and there will be an increased use of resources and pressure on the environment in general. In this way the borough can benefit from the advantages that growth and

associated regeneration brings, whilst ensuring that there is adequate provision of key infrastructure, both social and physical.



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

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

The availability of large development sites close to the Stadium means there is an opportunity for major growth and renewal. Both Wembley and Park Royal are well located to provide job opportunities, and access to other facilities for the deprived neighbourhoods nearby. Although Wembley has potential to provide significant levels of new housing, there is little opportunity in Park Royal apart from specialist key worker housing associated with the redevelopment of Central Middlesex Hospital and on the First Central site, and not least because the majority of the fabric of Park Royal is designated as a Strategic Industrial Location by the London Plan.

Other priority areas for physical and social renewal are large housing estates built in the 1960s or 1970s where a combination of physical and social problems means that wholesale redevelopment or refurbishment is necessary. Much progress has already been made with Chalkhill Estate completed and Stonebridge Estate having been substantially rebuilt and renewed. Progress has also been made at Church

End and South Kilburn, where New Deal for the Community funding is promoting major regeneration. At both Church End and South Kilburn, there are opportunities for additional housing and other facilities as well as replacing sub-standard accommodation. Both areas therefore, can be identified as focuses for further growth.

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

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

Alperton Masterplan SPD.

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

The council is developing a Masterplan SPD for Alperton to set out in detail the ambition to transform this poor quality industrial area into a new mostly residential neighbourhood. The document will provide clear guidance for developers, landowners and residents about the significant scale of change proposed. The overall vision describes Alperton as having three distinct character areas by virtues of use, scale and appearance, linked together by a lively stretch of the Grand Union Canal.

When we transform Alperton, pedestrians and cyclists will be able to move freely and easily through the area. Alperton will be tied together by a network of new streets, public spaces and footbridges. Both new and incoming residents will be able to access the waterside and use straight forward connections to local amenities, shops and public transport nodes. The onus will be on ease of movement through an attractive and safe public place. It is proposed that one existing bus route is improved in terms of frequency and capacity and additional bus stops are to be provided.

Although property interests in the area are very limited, the council's role in delivery is to facilitate development and prioritise the physical and social infrastructure needed to support new homes and adapt to changing economic circumstances.

Barham Park.

The Barham Park Estate is located on Roundtree Road and Saunderton Road. The estate can be entered directly off the Harrow Road opposite Barham Park. Nearby is a large roundabout that served the Harrow Road, District & Central Road and Bridgewater Road. It has good transport links and is well served by public transport connections. Routes 18, 182, 92, 204, 245 & H17 stops close by

the estate as well as Sudbury Town Tube and Sudbury and Harrow Road British Rail link is also close by.

The plans to regenerate Barham Park includes demolition of 214 residential constructed buildings containing circa 500 people and redeveloping 335 units to contain between 750 to 800 people within the current estate. This is to be achieved within a period of 5 years.

The Plans include a medium size retail outlet (Tesco metro type) as well as a community centre and offices in addition to the 335 units. 162 Parking spaces will be provided and 531 cycle spaces will also be provided.

Although the main road is not part of the development the junction layout improvements' will be required to deal with the bottleneck created on the Harrow Rd – directly outside the Estate. This link goes to the Transport Assessment which was submitted as part of the Planning Application.

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

Note: All other regeneration areas/detail to be added, prior to submission of draft to TfL on December 20th.

Regeneration, Planning and Successful Placemaking.

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

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

Although Park Royal is not a growth area, development in this area will be mainly commercial in nature. There is also an opportunity to ensure that the Park Royal estate develops as a distinct place. A draft Opportunity Area Planning Framework has been prepared for Park Royal jointly by the 3 boroughs that include parts of Park Royal (Brent, Ealing and Hammersmith and Fulham) together with the GLA and the Park Royal Partnership.

Supplementary Planning Documents, planning briefs and other design advice that gives detailed guidance on how the growth areas will be developed will be prepared. In addition, public realm strategies will be produced for each growth area. In preparing this guidance, regard will be given to the principles for placemaking set out in LDF policy CP5 and existing Brent Strategies such as Brent Children and Young People's Plan, Brent Cultural Strategy, Brent Sports Facilities Improvement Strategy, Brent Parks Strategy and Brent Biodiversity Action Plan.

Development Density, Design Quality & Place-Shaping

Growth areas are generally well connected by public transport. This does not preclude opportunities to improve public transport accessibility in growth areas. The growth areas also do not have uniformly high PTAL ratings as they are spread across wide areas. For example, parts of Alperton set around the underground station are identified as having a high PTAL and therefore can, in

principle, support high density development. Very quickly however, accessibility levels fall away as the environment becomes much more suburban in character.

Therefore in determining appropriate densities in growth areas, as a starting point the council will have proper regard for the Mayor of London'

Population and Housing Growth

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

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

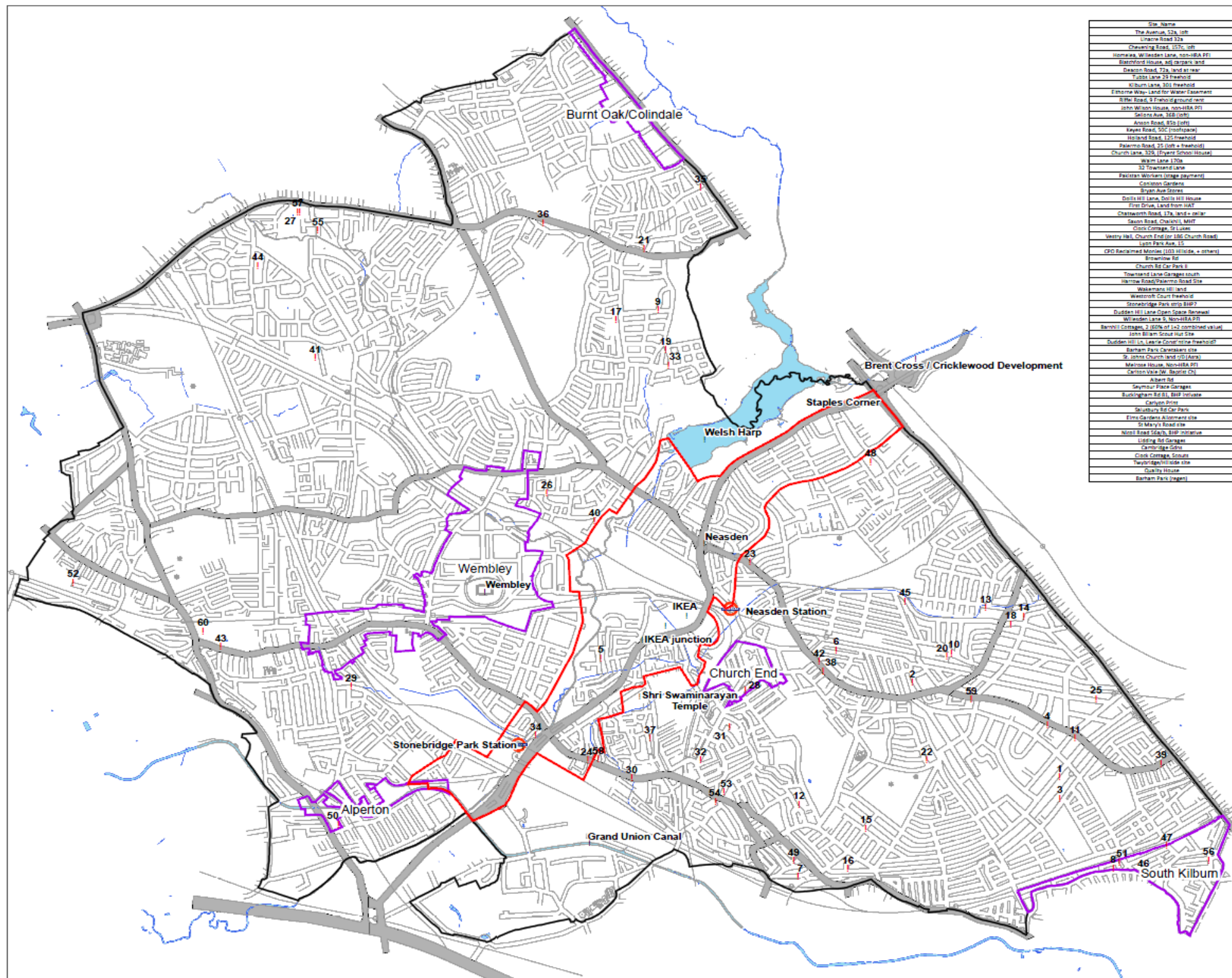
Over 85% of the new homes will be delivered in the growth areas with the following minimum targets (excluding the reoccupation of vacant homes):

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


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

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

Housing Growth in Brent's larger town centres will be confined mostly to individual sites coming forward. In short, while new housing is welcomed in these town centres, scope for growth is very limited. The focus on growth areas does not mean, however, that other areas in need of regeneration will be neglected. For example, the Council is working up proposals for the redevelopment of the Barham Estate and it is giving consideration to regeneration ideas for the Brentfield and Stonebridge Estates, notably where they interface with the North Circular Road. These and other regeneration proposals will be worked into appropriate guidance during the lifetime of the plan. Appropriate engagement with the local community will be required to help plan the future development and infrastructure/amenity improvements.



Site Name	ID
The Avenue 12a, job	1
Longmead Road 12a	2
Cherrying Road, 107b, job	3
Hornway, Willesden Lane, non-IBA 201	4
Beaufort House, 44, Queens Ave	5
Deacon Road, 72a, land at rear	6
Tobin Lane 25 Freehold	7
Albion Lane, 201, Freehold	8
Edmore Way, Land for Water Treatment	9
Stile Road, 8, Freehold (ground rent)	10
John Wilson House, non-IBA 201	11
Green Ave, 100, job	12
Arson Road, 82a, job	13
Kayer Road, 50C (freehold)	14
Holland Road, 121, Freehold	15
Palermo Road, 25 (job + freehold)	16
Church Lane, 32B, (Prayer School House)	17
Wym Lane 170a	18
17, Toward Lane	19
Peckham Workers (stage payments)	20
Carleton Gardens	21
Bryn Ave 210a	22
Bells Hill Lane, Duff's Hill House	23
Ford Drive, Land from HAAT	24
Chatterbox Road, 17a, land + tenor	25
Seaton Road, Chalkhill, MHT	26
Class Cottage, 21, job	27
Verny Hill, Church End (or 100, Church Road)	28
100th Park, 10	29
CPD Reclaimed Material (100, 100a, + other)	30
Barnham Hill	31
Church Rd Car Park 2	32
Toward Lane Garage south	33
Wym Lane 170a, 170a, 170a, 170a	34
Woolwich Hill, land	35
Woolwich Court Freehold	36
Stonebridge Park (job 1007)	37
Budden Hill Lane (job 100a, 100b)	38
Wilkes Lane 3, non-IBA 201	39
Barnhill Cottages, 2 (100% of 1+2 combined value)	40
John Wilson House, non-IBA 201	41
Dudden Hill, 15, Larkin Corner Freehold	42
Barnham Park, Carletons, job	43
St. John's Church, land 100 (A&B)	44
Marmora House, non-IBA 201	45
Carleton Vale W. Beater Ct	46
Albert Rd	47
Smyth's Freehold	48
Buckingham Rd 21, BIP Increase	49
Carleton Place	50
Staples Rd Car Park	51
Elms Gardens, Almonds, job	52
St. Mary's Road, job	53
Wood Road 10a/b, BIP Increase	54
Loding St Cottages	55
Cambridge Gate	56
Class Cottage, Souths	57
Woolwich Hill, job	58
Quality House	59
Barnham Park (job)	60


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

Legend

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

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 London Borough of Brent, 100025240, 2009
 Z:\GIS Users\Wineh Govind\PRU\Housing Growth Areas\Housing Growth areas.mxd
 April 2009
 Produced by the GIS Development Team



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

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

Protecting our environment.

Making green choices is very important to many local people and we want to make it easier for them to do this. A Brent ‘Green Charter’ will be developed

setting out how we can work together to protect our environment. One key objective is reducing the amount of household waste we all create and our aim is to increase the proportion of waste that gets recycled or composted to up to 60 per cent by 2014.

We will improve the range of items that can be recycled in the collection service and make it easier for people living in flats to recycle by providing more bring sites with mixed collections. More of our residual waste will be treated to reduce the amount that is sent to landfill. Bulky items will be collected free of charge and where possible these items will be reused or recycled. Our residents parking permits will encourage people who choose cars with lower emission levels by using the polluter pays principle.

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

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

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

Growth Points – placing additional pressure on the transport network.

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

As in many parts of London, housing in Brent is expensive and in short supply. With a low average income in the borough and with the cost of housing well above the London average many people find it very difficult to afford suitable accommodation. Being in need of housing has a serious impact on people's job prospects, their health and sometimes their family relations.

Homelessness affects the most vulnerable people in our community and frequently leads to isolation and exclusion. One of the core principles of our Housing Strategy is to create more housing within our growth areas at Wembley, Alperton, South Kilburn, Church End, Burnt Oak and Colindale.

Over the next four years we will provide 4500 new homes in the borough and 50 per cent of these will be designated as affordable. There is a particular shortage of family sized housing in the borough, which we need to protect through limiting the conversion of larger properties into flats. We will also ensure that 25 per cent of all new build properties are suitable for families.

Reducing crime and the fear of crime

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



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



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

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

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

The regional policy framework, sub-regional objectives and Brent's Local Development Framework (LDF).

The Mayor’s Transport Strategy (MTS)

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

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

The MTS present six clear goals:

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

The SRTP (Sub-regional Transport Plan) presents how these six goals will be met in each sub-region.

Understanding the local priorities for west London has come through close working with borough members and officers, as well as through the analysis carried out as part of this Plan and the Interim Report on Challenges and Opportunities.

The SRTP will thus also seek to reflect a bottom up approach whereby the particular priorities and issues for the region and boroughs are reflected within this framework,

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

The MTS is:

- A high level framework;
- Has 36 ‘policies’
- Presents ‘130 proposals’.

The Sub-Regional Transport Plan (SRTP).

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

The SRTP identifies planned investment in the shorter and medium term, although clearly the details of this will be subject to the outcomes of the Spending Review. It also identifies potential priorities for longer term investment required to deliver the growth in the future beyond the

Business Plan. It will be important to identify potential alternative funding sources, such as Section 106 credits, TIF, CIL etc...

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

The Local Implementation Plan (LIP)

The LIP process, as set out in the recently published LIPs guidance, has been simplified to provide boroughs with greater ownership of their own programmes and flexibility to reflect local circumstances. This new second round of LIPs becomes effective from April 2011.

LIP funding from TfL will be allocated to boroughs for Corridors, Neighbourhood and Supporting Measures; Maintenance Programmes; and Major Schemes. £146m will be allocated to support boroughs’ investment for the year 2011- 12, £142m for 2012-13 and £132m for 2013-14. Boroughs

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

The Local Development Framework (LDF)

Brent’s Local Development Framework identified 4 main transport issues in the “Issues and Options” Paper, summarised as follows.

1) TRAFFIC GROWTH AND CONGESTION.

The main problem is that of the growth in the amount of traffic and the consequential effects on the environment. Not only does this increase traffic congestion, causing frustration and delay as well as harming the local economy, but it also harms the environment in other ways. It increases air pollution, with various impacts on health, and also contributes to climate change through the emission of green-house gases.

These concerns are reflected in Government planning guidance and the White Paper on Integrated Transport in 1998. The White Paper aims to encourage people to reduce car usage in favour of more environmentally-friendly modes through measures such as better land-use planning and greater parking restrictions as well as better investment in public transport.

Many Brent residents suffer from the harmful impacts of growing traffic levels although 37% of Brent households do not own or have access to a car. Many of the problems are caused by traffic travelling through the Borough rather than commencing or ending journeys within it.

2) PARKING.

Whilst encouraging people to use public transport, cycle or walk is important in reversing the trend of growing traffic levels, other more direct means can be used to reduce car usage. The ease of finding a parking space at the end of a journey is one of the most influential factors in a person's decision whether or not to use a car. By restricting the availability of parking it is possible to directly influence people's choice of mode of travel.

Government policy for parking provided on new development is to apply maximum standards so as to use parking as a means of restraint on car use. This approach is also reflected in the Mayor's London Plan, where maximum parking standards are set out as a range depending upon location and the level of public transport access. Boroughs are asked, when applying the standards at a local level, to take account of the level of public transport accessibility in the area in which a development proposal is located.

Brent's current parking standards set out in the UDP 2004. These apply different standards to different types of use and take only limited account of public transport accessibility levels and not for all use types. They are, however, maximum standards and are a means for restraining car usage and should not therefore be exceeded. A recent survey of the implementation of the standards for new housing developments, introduced in 1998, found that there was little evidence of any problems in their implementation and residents were generally

satisfied with the amount of parking that was being provided on new housing schemes.

3) PUBLIC TRANSPORT.

Brent benefits from a relatively good public transport network including rail, tube and buses. However, there are problems associated with reliability and frequency of service. With the dropping of major schemes such as Crossrail, there are no major new infrastructural proposals in the pipeline apart from station improvements associated with the regeneration of the Wembley area, especially the new National Stadium. In order to implement major public transport improvements there is a reliance on funding from national government or TfL.

However, the Council can get funding for more modest public transport improvements through a requirement for developers to enter into section 106 agreements to implement measures that are made necessary by the development proposal. The sorts of schemes that can be implemented to improve the efficiency of public transport are, for example, implementing more bus priority measures and introducing real-time displays, etc. Rates of usage show that after a number of years of declining passenger numbers on buses in London, there have been significant rises in recent years.

4) WALKING AND CYCLING.

It is important to encourage more people to walk for short journeys rather than use their car, not only to reduce congestion but also to improve the general health of the population. Although walking already accounts for a third of journeys in London, this can be substantially increased as over 20% of journeys of less than 500 metres are made by car. It is important, therefore that new development is located where walking is a viable form of access and that funds are invested in promoting pedestrian routes such as that proposed to link the new Stadium with Wembley town centre. Cycling is also a viable alternative means of transport for many local journeys. Improving facilities for cyclists can encourage more people to cycle rather than using their car. The London Cycle Network is intended to provide over 2000 km of safe, signed cycle routes. Cycle parking facilities can

also be increased at railway and tube stations, in town centres, and at schools, hospitals and leisure facilities.

The London Plan.

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

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

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

At a meeting the Council had with Transport for London in 2009, it was also suggested that removing the Western Extension to the Congestion Charging Scheme would return an additional (new) **25,000 vehicular movements** a day back on to the streets. Brent borders the Western Extension Zone, which comes

up to the Harrow Road / Scrubs Lane junction in the south-east corner of the borough.

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

4G.Pr14 The Council supports the Westward extension of the Congestion Charging Scheme and will seek funding to lock in the benefits of motor traffic reduction and increased use of public transport and cycling.

4G.Pr14 (1) The Council supports the principle and recognises the benefits of congestion charging as an effective measure for reducing the amount of traffic and encouraging modal shift. The Mayor of London agreed the Congestion Charging Scheme extension in September 2005.

4G.Pr14 (3) The Council's programme of investment to support the Congestion Charging scheme extension includes the regeneration of Harlesden Town Centre. This Area Based Scheme will be one link in a chain of investment along the Harrow Road. It is estimated that investment in the town centre could reduce bus delays from an average of 22 minutes in the current situation, to just 2 minutes.

The Council's position on the Western Extension remains as set out above continues to apply in this second Local Implementation Plan. Our concerns remain as to consequences of the removal of the Western Extension in relation to increased traffic flows, linked congestion (particularly in and around Harlesden town centre) and associated air quality implications in the south of the borough. It is broadly acknowledged that the removal of the Western Extension could result in increased traffic flows (a figure of 25,000 cars a day has been cited by

Transport for London) which would impact on key parts of Brent's highways network, such as the A404/Harrow Road.

This could lead to worsening congestion of this key part of the strategic road network, in an area of the borough the Council is striving to improve - particularly impacting upon Harlesden Town Centre. Resultantly, the Council is concerned that local journey times – including public transport (buses) will worsen (particularly bus journey time reliability). Ultimately, the Council is minded to suggest that removal of the Extension does not appear to be in line with broader policies to restrain and manage unfettered use of private, motor-borne transport.

Undeterred, however, the borough officers continue to work relentlessly towards improving air quality for the residents and visitors of the borough.

West London – "Interim Report on Challenges & Opportunities."

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

In addition, the document presented a range of data and analysis for the sub-region, including borough specific information for each of the west London boroughs. The document helped inform the first stages of development of Brent's LIP-2.

The west London sub-region consists of the boroughs of Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow. These are presented in Map 1 on Page X.

However, the boundaries between the different sub-regions are intended to be flexible and "fuzzy" as transport challenges and opportunities do not stop at borough or sub-regional boundaries. Beyond its boundaries, west London's principal connection is with central London – where a large proportion of its residents work. In many respects west London issues are closely related to the areas beyond London's western boundary.

TfL's regional plans and engagement therefore reflects this: for example, local authorities from beyond London have been involved in discussions on the development of west London transport plan. It is acknowledged, however, that this relationship will need to be strengthened in the future.

West London challenges

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

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

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

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

1. Improve north/south public transport connectivity

North-south public transport connections within west London are relatively sparse and consequently many north-south journeys are undertaken by private vehicles.

Improving access to Heathrow and strategic industrial locations such as the Park Royal industrial estate will be an early priority.

2. Enhance east/west capacity and manage congestion

Although there are strong radial connections from west London to central London, these are often crowded or congested and enhancing east-west capacity and managing congestion is an immediate need. It is predicted that congestion on east-west corridors will continue to grow, even with the currently planned upgrades. Tackling these issues would benefit the economy and quality of life in west London.

3. Improve access to, from and within key locations

The transport needs of major trip generators and developments such as Heathrow, White City, Earl's Court and the Westfield shopping centre at White City must be addressed.

Congestion, street-scenes, and public transport connectivity within town centres are also in need of improvement, especially in those centres identified for future growth, such as Harrow and Shepherd's Bush.

4. Improve air quality

There are significant air quality challenges in west London at Heathrow, along the A406 North Circular road and along the Great Western Mainline corridor. Measures set out in the Mayor's Air Quality Strategy will address air quality issues on a London-wide level, but targeted local measures could be employed to tackle particular hotspots and improve the health and wellbeing of those in the region.

5. Enhance the efficiency of freight movements in west London

Because of its gateway role, west London is home to a huge concentration of freight operations. Improving the efficiency of freight movements would benefit the economy of west London, the quality of life of its residents and visitors, and give rise to environmental benefits through reductions in emissions of climate change gases and air quality pollutants.

West London sub-regionally important interchanges that have been identified are:

- Ealing Broadway;
- Shepherd's Bush;
- Southall;
- **Wembley Park;**
- **Willesden Junction;**
- Rayners Lane;
- Greenford;
- Acton Town;
- Gunnersbury;
- West Brompton;
- Harrow-on-the-Hill;
- Uxbridge;
- Hounslow Central;
- **Wembley Central;**
- Hayes & Harlington;
- Hammersmith.

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

This section presents a 'Ten-Point Plan' for improving transport in Brent, reflecting the content of Section One of this document. It is formed of a series of priority objectives and these reflect and support Brent's existing corporate commitments/strategies, the Mayor's Transport Strategy, the Local Development Framework (LDF) and the West London Sub-Regional Transport Strategy.

OBJECTIVE 1: FACILITATING REGENERATION.

- > (i) To ensure that appropriate transport infrastructure is implemented to support Brent's major growth/regeneration areas over the next ten years, supporting the needs of both residents and ensuring that businesses can flourish in Brent, particularly focussing on:
 - Alperton;
 - Burnt Oak/Colindale;
 - Church End;
 - Wembley;
 - South Kilburn.

OBJECTIVE 2: BETTER STREETS & PLACEMAKING.

- > (i) To facilitate significant improvements in Brent's street-scene and the local urban realm through focussed investment of highways maintenance funding, whilst adopting the Mayor's *Better Streets* principles through the finalisation of the Brent "Placemaking Guide", a bespoke document tailored specifically enhancing the borough's streetscape.
- > (ii) To deliver Brent's key Major Scheme intervention spanning the short-term (2011-2014) lifetime LIP-2, Harlesden Town Centre, building on

the successful engagement of the local community via the Harlesden Town Charter.

OBJECTIVE 3: SECURING BENEFITS FROM HS2.

- > (i) To support the development of the new high speed rail link between London, the West Midlands and the north of England - High-Speed 2 (HS2). Particularly, to secure the benefits to Brent regarding a new interchange station with Crossrail/HS2 - at Old Oak Common - are maximised by way of a sub-surface traveller linking to Willesden Junction station, near Harlesden town centre.

OBJECTIVE 4: EXCELLENT NETWORK MANAGEMENT.

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

OBJECTIVE 5: PARKING.

- > (i) To support local residents and businesses through parking controls which prioritise their needs over those of extraneous traffic caused by journey generating destinations or events, whether those be musical, sporting or religious in nature;
- > (ii) To introduce a Sustainable Parking Strategy, one which is fairer and more flexible, acknowledges the changing needs of local businesses in their daily operations and one which is more sustainable, including a charging regime for parking permits whereby owners of lower polluting vehicles pay less than those with higher polluting ones.

OBJECTIVE 6: SUSTAINABLE TRANSPORT & THE ENVIRONMENT.

- > (i) To reduce the adverse environmental effects of transport and improve Brent's air quality by encouraging walking, cycling and the use of public transport and cleaner (low emissions) vehicles, through school, workplace and religious travel plans, sustainable transport events and initiatives, cycle training and other 'softer' (supporting) measures
- > (i) To continuously seek to prioritise the needs of pedestrians and cyclists as the first and foremost consideration of all TfL funded LIP (and other) interventions;

OBJECTIVE 7: ORBITAL BUS SERVICES.

- > (i) To continue to lobby/promote and work alongside Transport for London to facilitate significant public transport network improvements across - and beyond - Brent, specifically to bring about wholesale improvements to Orbital Public Transport (namely north-south bus services) in the borough
- > (ii) To deliver a more efficient, affordable and safe public transport network which presents a viable alternative to the privately owned motor vehicle, and which also embraces the latest cleaner and quieter engine technologies so as to contribute to the boroughs air quality/noise reduction commitments.

OBJECTIVE 8: AN ACCESSIBLE & INCLUSIVE BOROUGH.

- > (i) To facilitate highways accessibility improvements for all, particularly people with mobility or visual challenges and to prioritise the needs of the most vulnerable people, such as younger and older people;

- > (ii) To prioritise investment within socially disadvantaged communities, including corridors and neighbourhoods spanning some of Brent's most socially deprived areas - particularly where there is evidence of higher than average numbers of vulnerable road users being killed or seriously injured in road traffic collisions.

OBJECTIVE 9: REDUCING ROAD DANGER.

- > (i) To continue to implement Road Danger Reduction principles and ensure a safer on-street environment, always focussing on the needs of the most vulnerable and 'at risk' road users, namely cyclists, pedestrians, school children and older/mobility challenged individuals - whilst striving to facilitate new infrastructure that improves the attractiveness, ease and efficiency of walking and cycling in the borough.

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

- > (i) To continue to lobby for service, capacity and infrastructure improvements on all Brent's Underground and Overground rail routes; including the Bakerloo, Jubilee, Metropolitan and Piccadilly Underground lines, Overground Rail services including Chiltern Trains and Southern Trains, and London Overground Rail;
- > (ii) To provides assistance to residents/businesses in respect of public transport general enquiries, complaints, requests and proposals - in a positive and efficient manner and work to improve their experience and understanding of the public transport network in Brent, including the development of a promotional Public Transport guide for the borough.

Better Streets.

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

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

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



Come and tell us your ideas

The future of Harlesden town centre

- What? The start of the Harlesden Town Charter
- Why? We want to hear your ideas, dreams and aspirations for Harlesden
- When? 6.30pm to 8.30pm on Monday 8 February 2010
- Where? Unity Centre, 103 Church Road, Harlesden, NW10 9EG

Harlesden Town Centre - Brent's priority for town centre Placemaking and "Better streets" treatment, the borough's key TfL "Major Scheme" spanning LIP-2, 2011-2014.

MAKING BRENT A BETTER PLACE

Harlesden Town Centre Public Realm



July 2009



An artist's sketch of urban realm improvements to Harlesden Town Centre identified to take place over the course of Brent's second LIP.

MTS goals, challenges and outcomes - and how Brent's Local Implementation Plan affords support.

MTS Goals	MTS Challenges	MTS Outcome	Brent LIP Objective	Page ref:
(1) Support economic development and population growth	Supporting sustainable population and employment growth	> Balancing capacity and demand for travel through increasing public transport capacity and/or reducing the need to travel	Objectives 6, 7 and 10 .	
	Improving transport connectivity	> Improving people's access to jobs	Objectives 1, 3, 4, 7, 8 and 10 .	
		> Improving access to commercial markets for freight movements and business travel, supporting the needs of business to grow	Objectives 1 and 6 .	
	Delivering an efficient and effective transport system for people and goods	> Smoothing traffic flow (managing delay, improving journey time reliability and resilience)	Objective 4	
		> Improving public transport reliability	Objective 4, 7 and 10 .	
		> Reducing operating costs	Objective 7 .	
		> Bringing and maintaining all assets to a good state of repair	Objective 2 .	
> Enhancing the use of the Thames for people and goods	Not applicable.			
(2) Enhance the quality of life for all Londoners	Improving journey experience	> Improving public transport customer experience	Objectives 7 and 10 .	
		> Improving road user satisfaction (drivers, pedestrians, cyclists)	Objectives 2, 4, 5, 6, 8 and 9 .	
		> Reducing public transport crowding	Objective 3, 4, 6, 7 and 10 .	
	Enhancing the built and natural environment	> Enhancing streetscapes, improving the perception of the urban realm and developing 'better streets' initiatives	Objective 2	
		> Protecting and enhancing the natural environment	Objectives 4, 6 and 7 .	
	Improving air quality	> Reducing air pollutant emissions from ground-based transport, contributing to EU Air Quality Targets	Objectives 4, 6 and 7 .	
	Improving noise impacts	> Improving perceptions and reducing impacts of noise	Objectives 4 and 7 .	
Improving health impacts	> Facilitating an increase in walking and cycling	Objectives 2, 4, 6, 8 and 9 .		

MTS Goals	MTS Challenges	MTS Outcome	Brent (draft) LIP Support:	Page ref:
(3) Improve the safety and security of all Londoners	Reducing crime, fear of crime and anti-social behaviour	> Reducing crime rates (and improving perceptions of personal safety and security)	Objective: 2.	
	Improving road safety	> Reducing the numbers of road traffic casualties	Objectives 8 and 9.	
	Improving public transport safety	> Reducing casualties on public transport networks	Objectives 7, 8, 9 and 10.	
(4) Improve transport opportunities for all Londoners	Improving accessibility	> Improving the physical accessibility of the transport system	Objective 8.	
		> Improving access to services	Objectives 1, 3, 5, 7, 8 and 10.	
	Supporting regeneration and tackling deprivation	> Supporting wider regeneration	Objectives 1, 3, 7, 8 and 10.	
(5) Reduce transport's contribution to climate change, and improve its resilience	Reducing CO2 emissions	> Reducing CO2 emissions from ground-based transport, contributing to a London-wide 60 per cent reduction by 2025	Objectives 4, 6, 7 and 10.	
	Adapting for climate change	> Maintaining the reliability of transport networks	Objectives 1, 2, 3, 5, 7 and 10.	
(6) Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	Developing and implementing a viable and sustainable legacy for the 2012 Game	> Supporting regeneration and convergence of social and economic outcomes between the five Olympic boroughs and the rest of London	Objective 1, 2, 4, 5 and 8.	
		> Physical transport legacy	Objectives 1 and 2.	
		> Behavioural transport legacy	Objective 6.	

Improving public transport.

London Underground.

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

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

Brent is very well served by the London Underground:

- The **Metropolitan Line** provides key links with the City from Wembley Park in Brent, reaching Baker Street in less than 15 minutes and outer-London regions such as Watford, Amersham, Chesham and Uxbridge, via Harrow on the Hill;
- The **Jubilee Line** serves 7 stations in Brent, these being Queensbury, Kingsbury, Neasden, Dollis Hill, Willesden Green and Kilburn. It terminates at Stanmore, and provides an essential direct route from Brent down to central London (Bond Street, Green Park and Westminster) – running all the way to Stratford via Waterloo, London Bridge and Canary Wharf;
- The **Bakerloo Line** serves 8 stations in Brent, these being South Kenton, North Wembley, Wembley Central, Stonebridge Park, Harlesden, Willesden Junction, Kensal Green, Queens Park and Kilburn Park. The Bakerloo Line provides a direct link to Brent from Marylebone, Paddington and Waterloo. It also links directly to Oxford Street (Oxford Circus), whilst it continues on to Lambeth, terminating at Elephant & Castle at its southern most point and Harrow & Wealdstone at its north-western end;

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

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

Jubilee Line Upgrade.

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

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

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

Bakerloo Line Upgrade.

The Bakerloo line trains date from 1972, and the signalling system from the 1980s. An upgrade of the Bakerloo line trains, signalling and control centre will allow aging assets to be replaced, improving reliability and increasing capacity by making use of advances in technology. Once completed average journey times should improve by over two minutes and capacity will increase by almost 57% in the peak periods into Central London. Whilst the Bakerloo line has relatively low levels of crowding in West London, growth at Harrow and Wealdstone and at

Wembley will increase loadings on this line, so the upgrade will not only support this development but also relieve the crowding pressures in central London resulting from the growth.

London Overground.

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

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

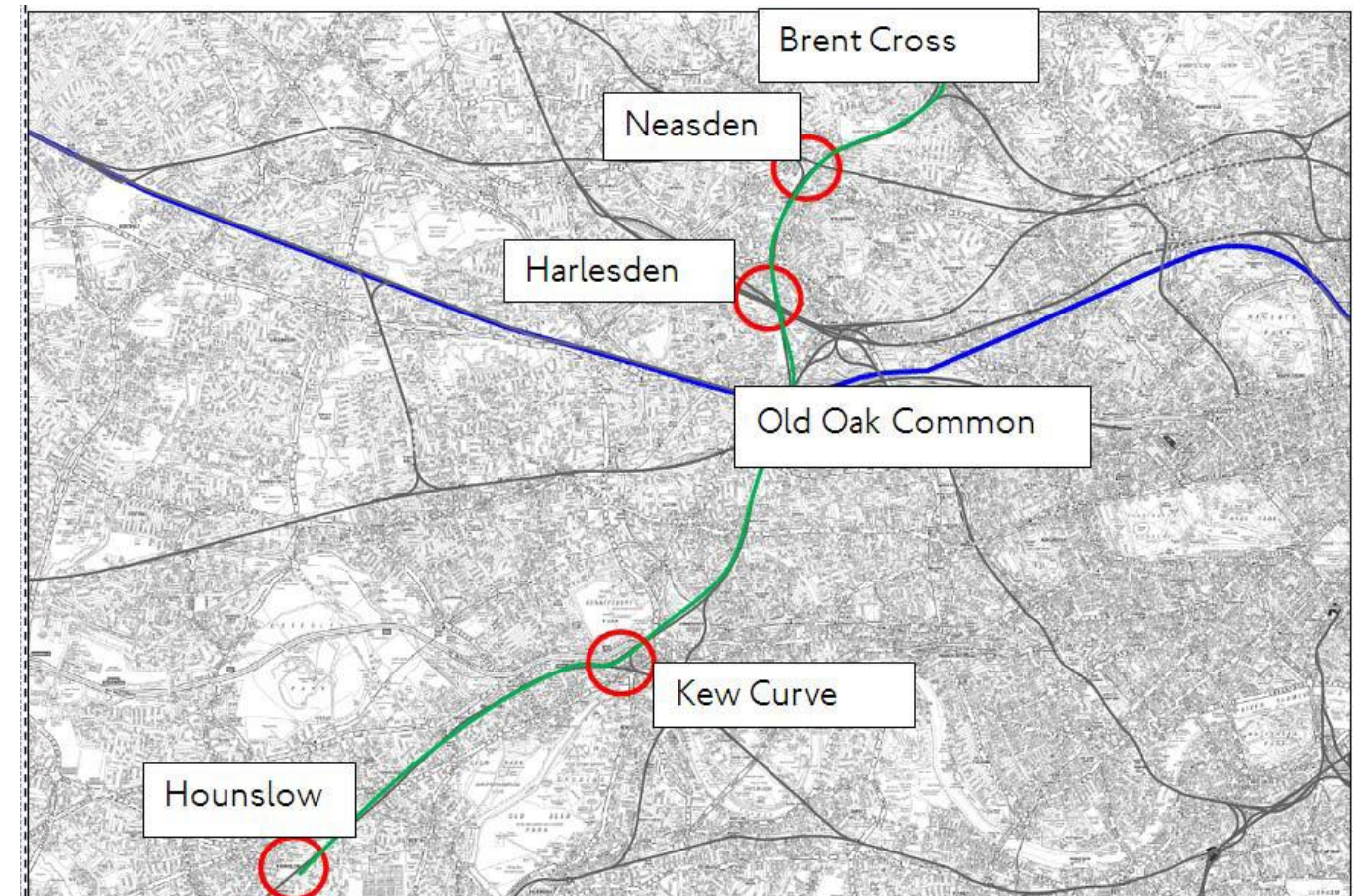
Dudding Hill Line.

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

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

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

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

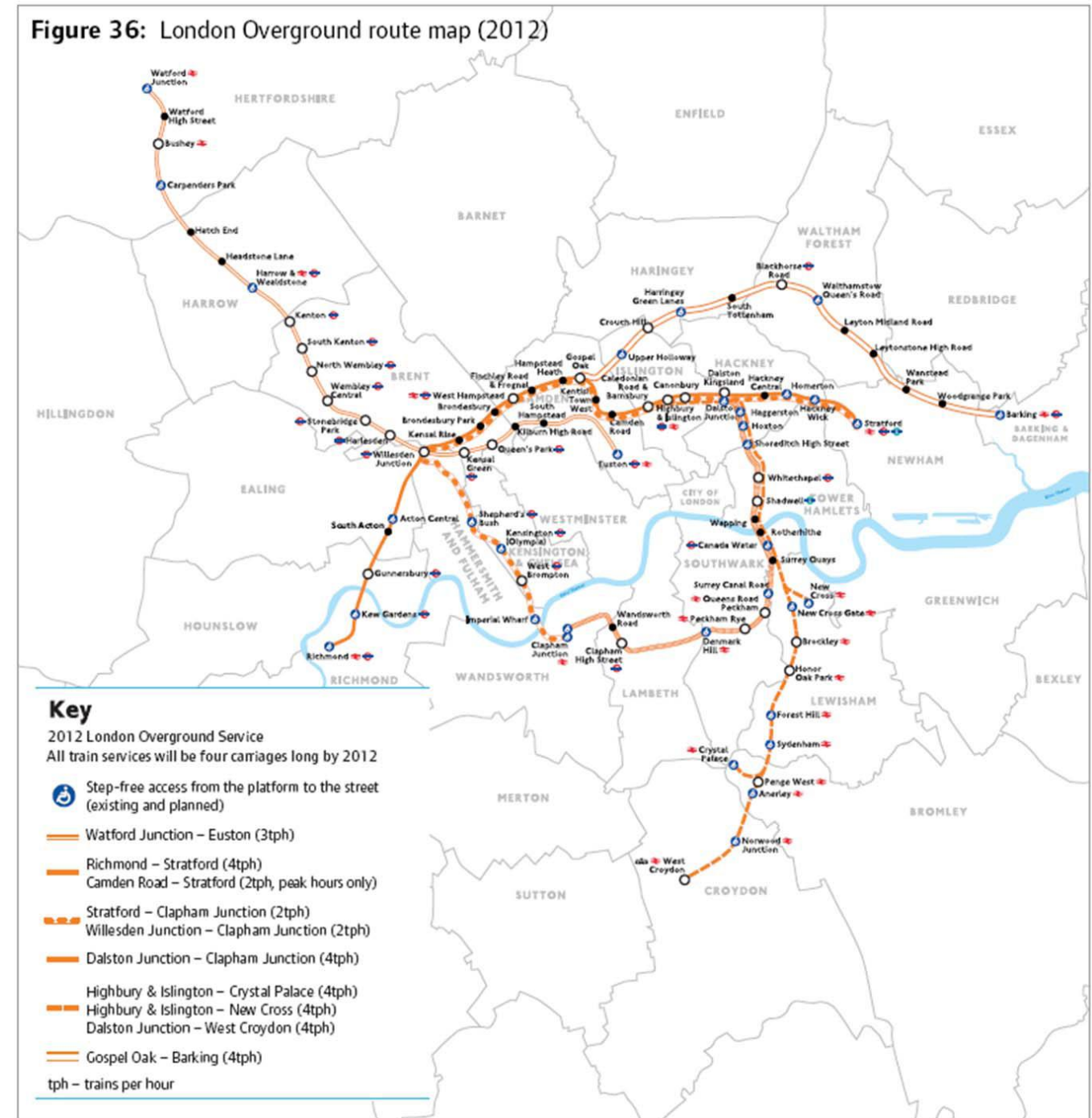


London Overground.

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south and east sub regions without the need to travel via central London. By May 2011, the improvements will increase capacity and frequency of the service, provide refurbished stations and better customer information.

Figure 36: London Overground route map (2012)

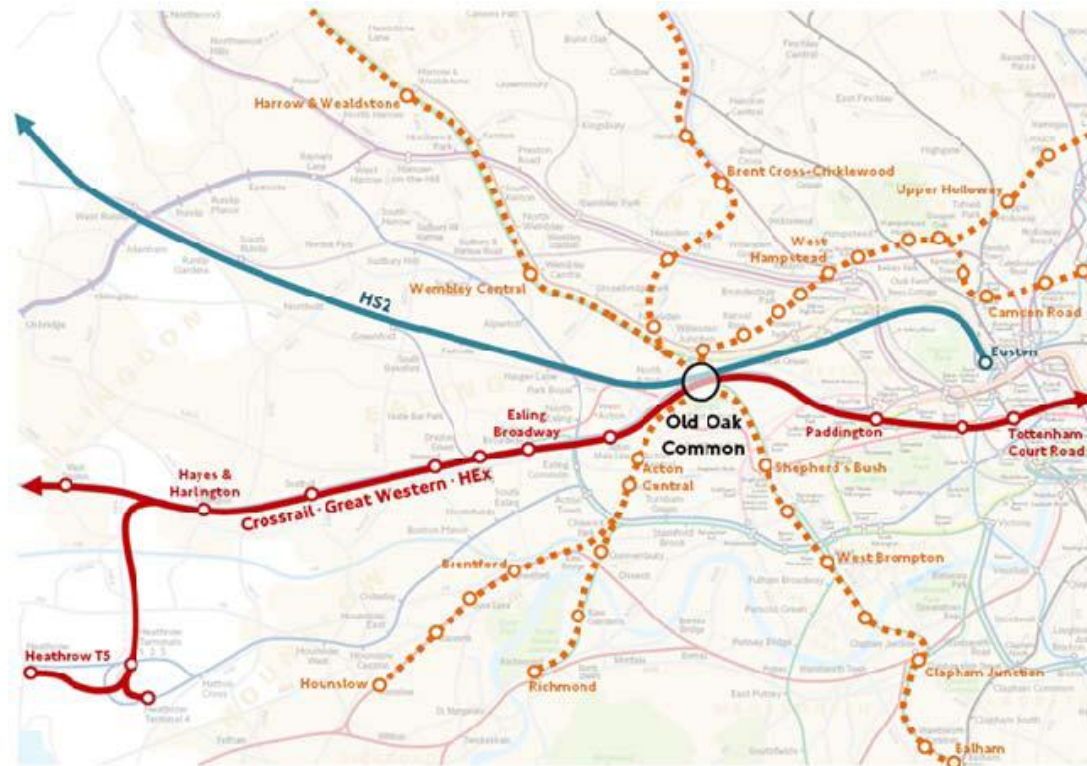


High Speed 2 in West London.

The previous Government announced plans for a high speed rail link between London and the West Midlands, and ultimately, on to Leeds and Manchester. The scheme has remained a priority for the new Government.

High Speed 2 Station at Old Oak Common.

London Euston has been chosen as the central London terminal location for High Speed 2. To help address onward dispersal problems at Euston, the DfT proposals recommend an interchange with Crossrail before reaching central London, at Old Oak Common. As part of the HS2 proposals at Old Oak Common, all of the 14 trains currently planned to terminate at Paddington will be extended to Old Oak Common. As the West and North London Overground lines pass close to the site, there is a tremendous opportunity to better connect many parts of the west London region in to this new interchange, as indicated in the map below:



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

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

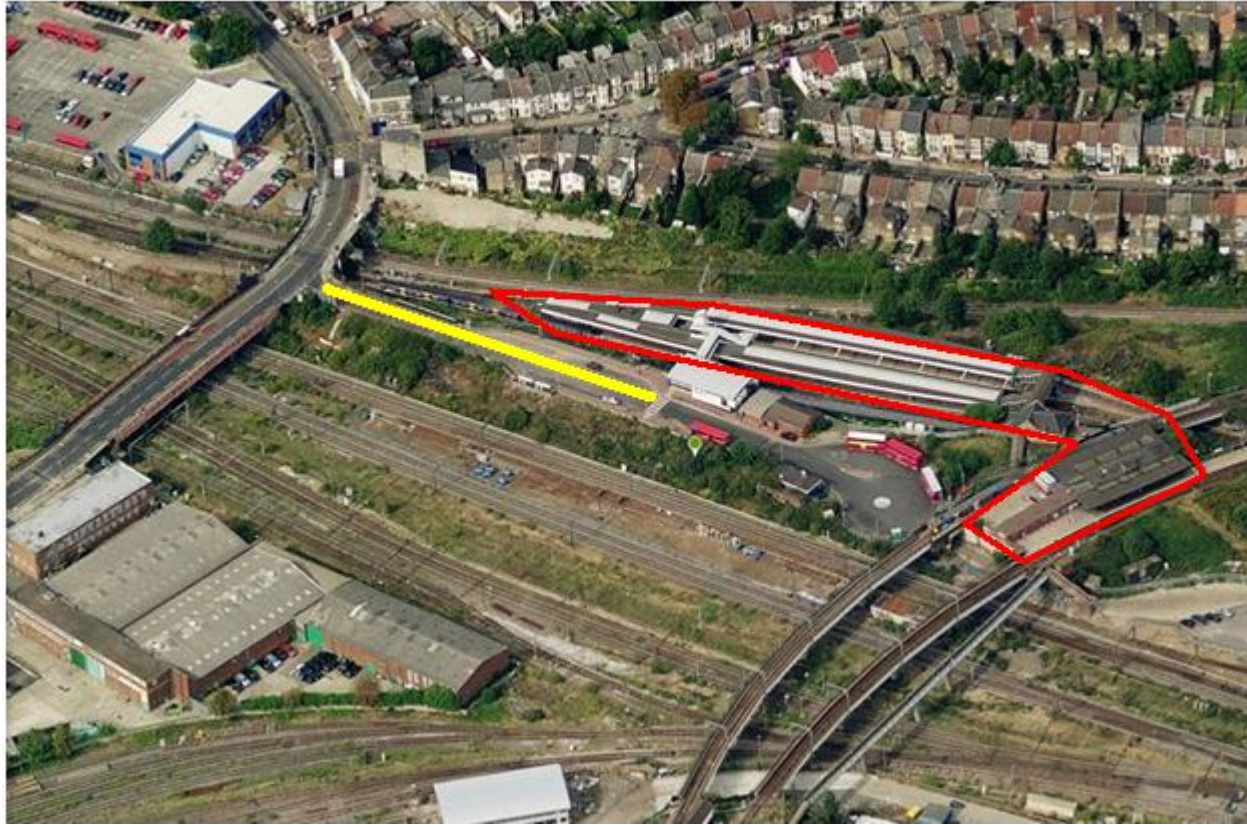
HS2 / Old Oak Common and Willesden Junction Station.

There are significant benefits to be reaped by Brent in relation to HS2 and a new interchange at Old Oak Common.

Presently there are two main issues, in the short to medium term the onus is on improving the poor conditions at the station & environs. Longer term, the issues relate to the (potential) barriers and maximising the opportunities to Brent associated with the associated with Old Oak Common proposals

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

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



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

Buses.

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

Bus Growth Areas.

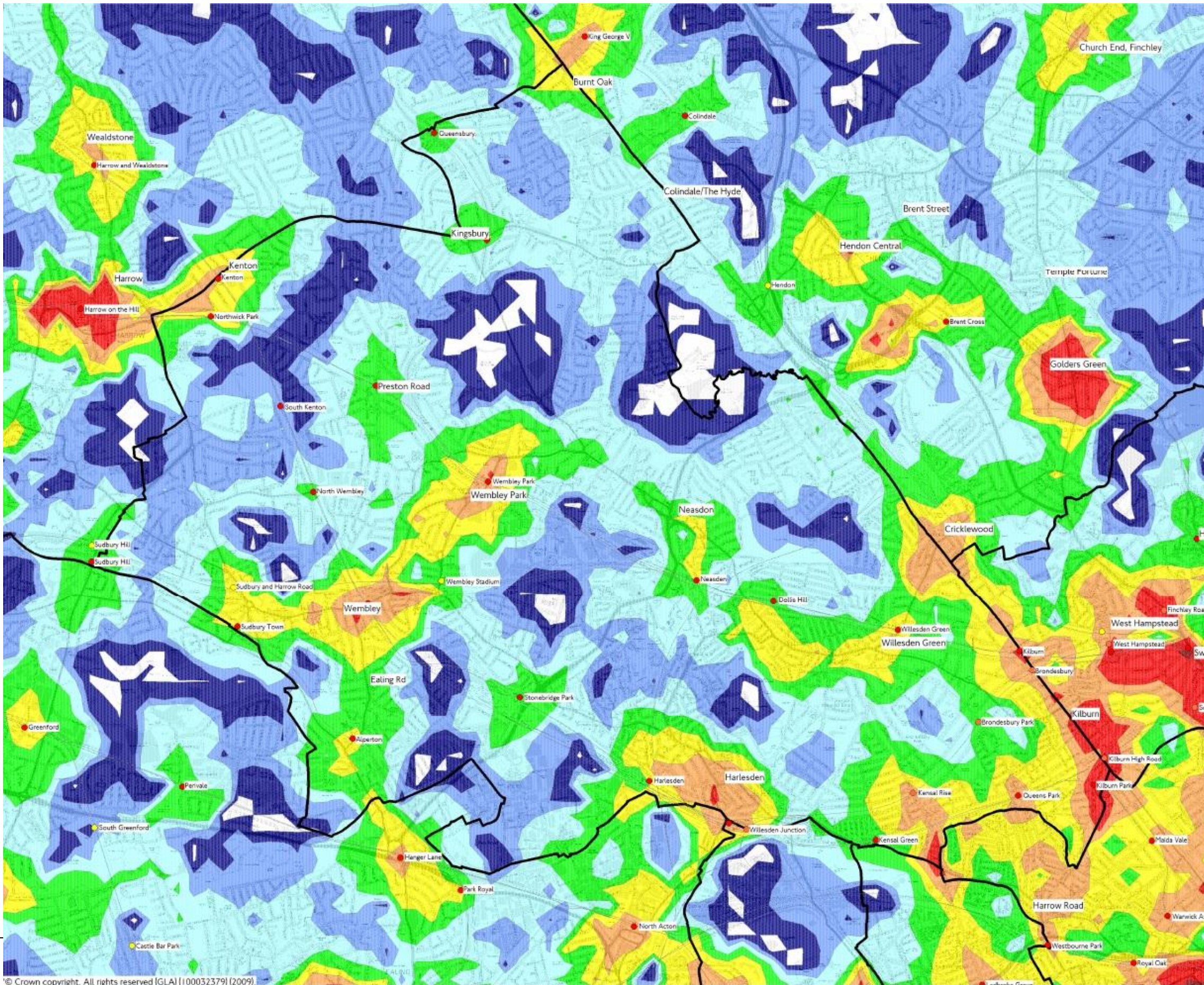
Bus services in the west sub region are expected to see most increases in demand in the areas highlighted in the diagrams opposite:

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

LB Brent

Public Transport Accessibility Levels

PTALs - 2010



- National Rail Stations
- LU/DLR Stations
- Tramlink Stops
- Overground Stations

Data
LUL/DLR - 2008 base + Recent revisions
National Rail - 2008 base + London Overground + Recent revisions
London Buses - April 2010 data

Notes
This map displays relative levels of access to the PT network, combining walk time to the network with service wait time. Results have been calculated for a 100m grid across London and converted into contours.
The map is designed to show indicative borough-wide PTAL levels. It is not suitable for assessing individual sites.

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Brent Bus Route Aspirations

November 2010



Key

Route Proposals: Extensions or Potential New Routes

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

- Council Offices:
 - CC: Civic Centre site
 - QH: Quality House
 - BH: Brent House
 - TH: Town Hall
- University of Westminster (Harrow)
- Superstores and Shopping Centres
- Hospitals
- Sports Centres
- Rail and Underground stations
- Shri Swaminarayan Mandir Temple
- University of Westminster (Harrow)
- Housing Growth Areas
- Park Royal Opportunity Area
- North Circular Road
- Residential "Network Holes"
Further than 400m (quarter of a mile, about 5 minutes walk) from the nearest bus stop

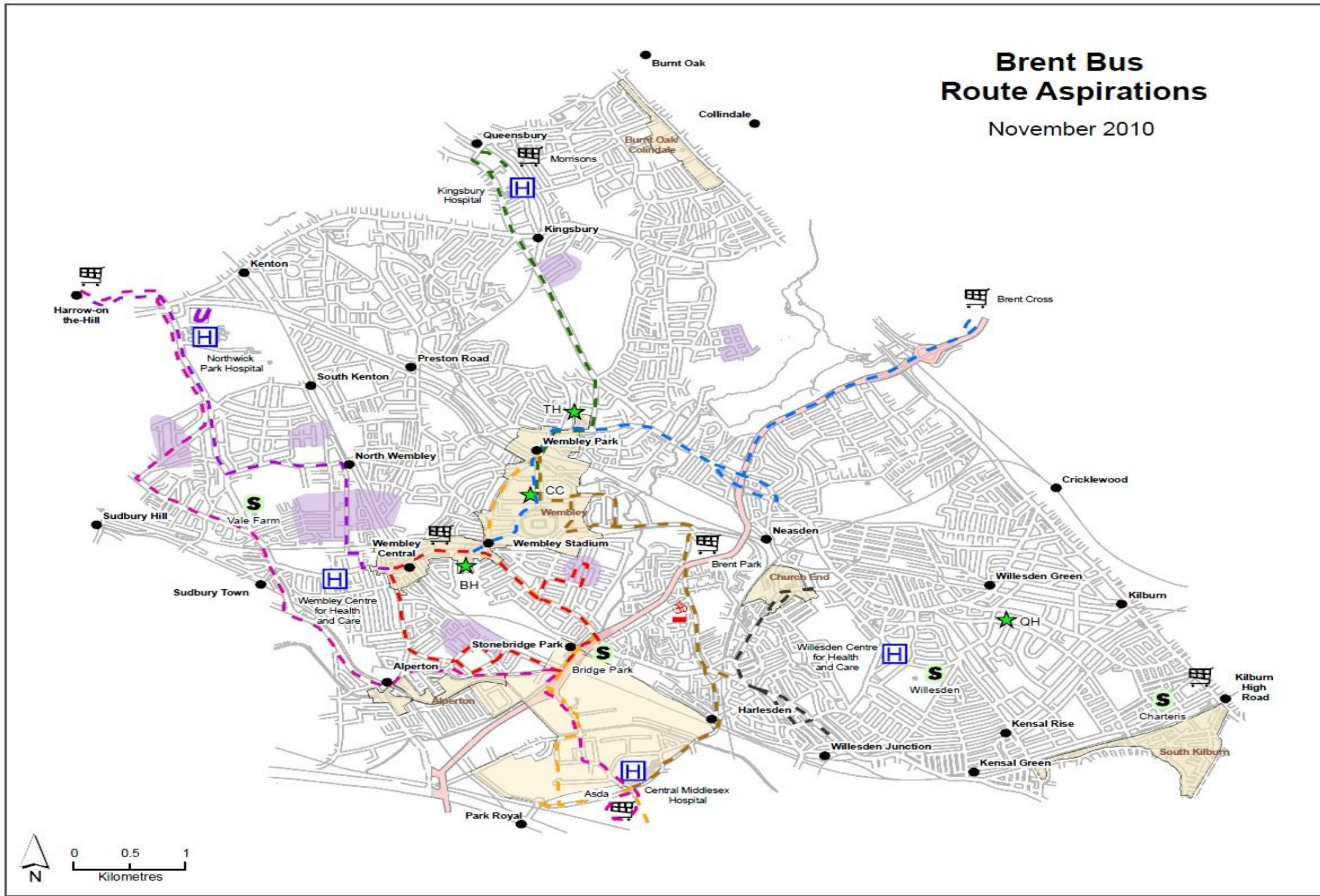
This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationary Office © Crown Copyright. Unauthorized reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings.

London Borough of Brent, 100 025260, 2010.

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November 3, 2010

Produced by the GIS Development Team



Brent Bus Route Aspirations:

In this sections, we explain the aspirations presented on the previous page, the November 2010 Brent Bus Route Aspirations map. We will lobby TfL to adapt / improve the bus network in Brent over the lifetime of LIP-2, for what is presented here represents the majority of wishes/requests from the public and businesses in the Borough.

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

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

Benefits

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

- It could replace the detour by route 224 from Mount Pleasant to Sainsbury's Alperton store.
- 2. **Brown line:** From Harlesden or Central Middlesex Hospital/Asda Park Royal to Brentfield Road, Brent Park and Wembley Park.

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

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

Benefits

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

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

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

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

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

Benefits of combining 'Green and Brown'

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

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

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

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

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

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

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

Looking across the border - strategically important public transport corridors spanning Brent.

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

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

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

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

The Mayor's Economic Development Strategy October 2009:

Proposal 5A – “Investing in London’s future” (pg70-71, Para 5.9 – 5.16)

339. In terms of development in outer London, Proposal 5A advocates that the “Mayor will work with partners to strengthen the economy across London,

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

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

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

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

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

The connectivity challenge for west London

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

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

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

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

The Mayor’s Transport Strategy.

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

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

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

West London sub-region 72: “West London primarily comprises the boroughs of Hillingdon, Harrow, Brent, Ealing, Hounslow and Hammersmith & Fulham. It is home to four metropolitan town centres (Ealing, Harrow, Hounslow and

Uxbridge), the largest industrial park in London (Park Royal), and the largest urban shopping mall in Europe. The population of the region is forecast to grow by 10 per cent to 1.6 million in 2031 (Based on GLA forecasts, 2010). While trips to central London are well-served by public transport (though often crowded), orbital links are far more limited. The region also includes Heathrow airport, the destination for more than 45,000 trips daily by London residents, of which over half are made by car.”

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

Brent’s New Corporate Strategy.

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

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

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

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

The Outer-London Commission.

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

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

orbital capacity is needed.”

“Given the link already established by the GLA between public transport infrastructure investment and employment growth we specifically seek investment in sub-regional radial public transport spokes to our main radial transport system to support employment growth in town centres and employment areas; leveraging existing and planned infrastructure (e.g. Crossrail) where appropriate. Extension of these radial spokes could determine selective routes that meet orbital journey gaps in suitably attractive public transport e.g. Wembley – Park Royal – Acton Main Line – South Acton.”

The West London Ten Point Plan.

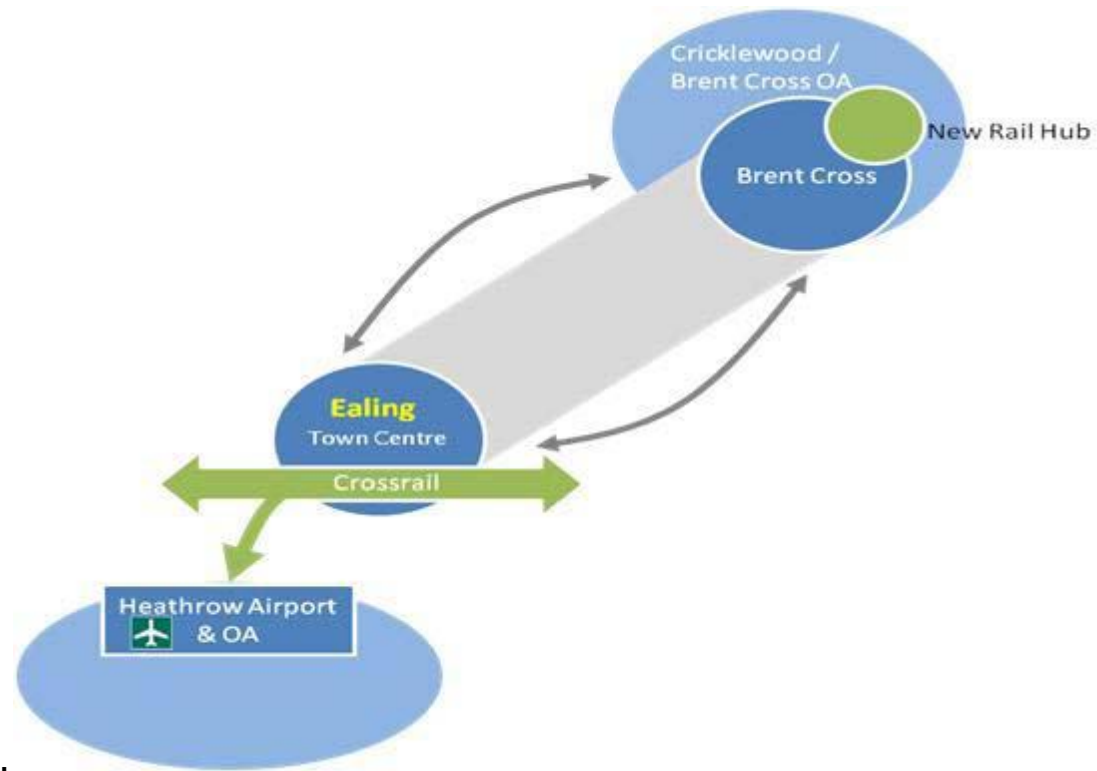
The West London Ten Point Plan, developed jointly by the London Boroughs of Ealing, Harrow, Brent, Hounslow, Hillingdon and Hammersmith & Fulham,

available here, <http://www.westtrans.org/documents/Latest%20News/Ten-Point%20Plan%20Jul07%20.pdf> explicitly stated that:

“Point 3/10: Facilitating Orbital Movement:

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

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

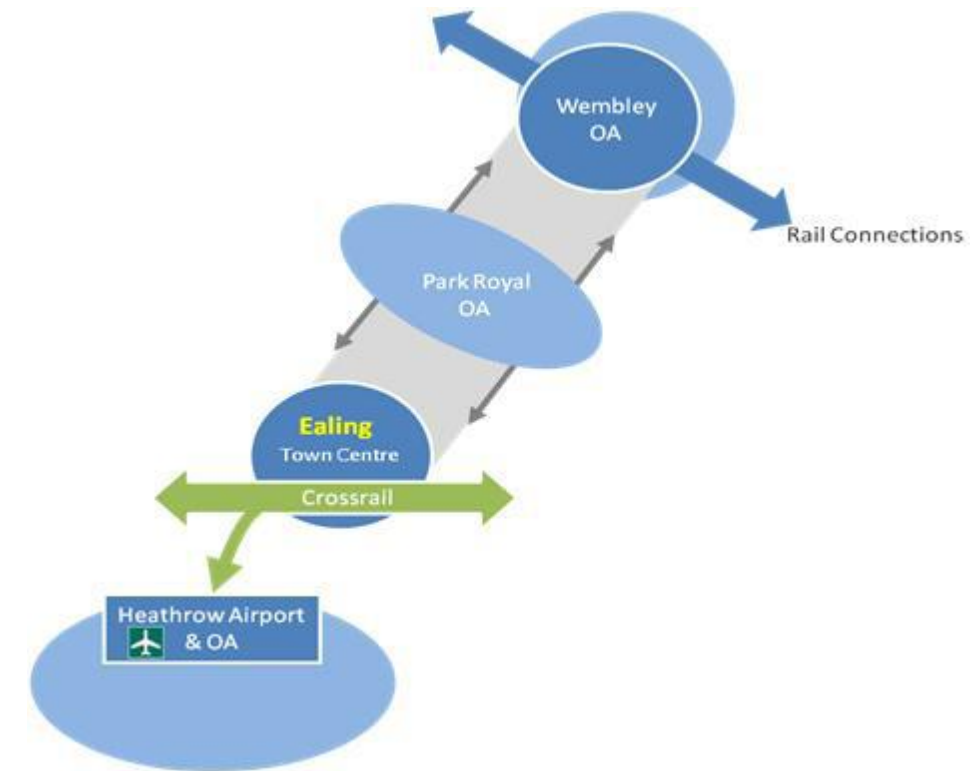


Medium term

- Cycle infrastructure enhancements
- Review feeder bus services to Crossrail at Ealing Broadway

Long term

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



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

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

Ealing – Brent Cross

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

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

Potential solutions

Short term

- Encourage more journeys by cycling through smarter travel measures

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

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

Potential solutions

Short term

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

Medium term

- Cycle infrastructure enhancements;
- Bus infrastructure improvements between the two town centres, via Park Royal

Long term

- High Speed 2 interchange at Old Oak Common, allowing interchange between WCML and GWML.

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

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

Improving Cycling in Brent.

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

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

Cycling Improvements

Cycle Infrastructure Enhancements

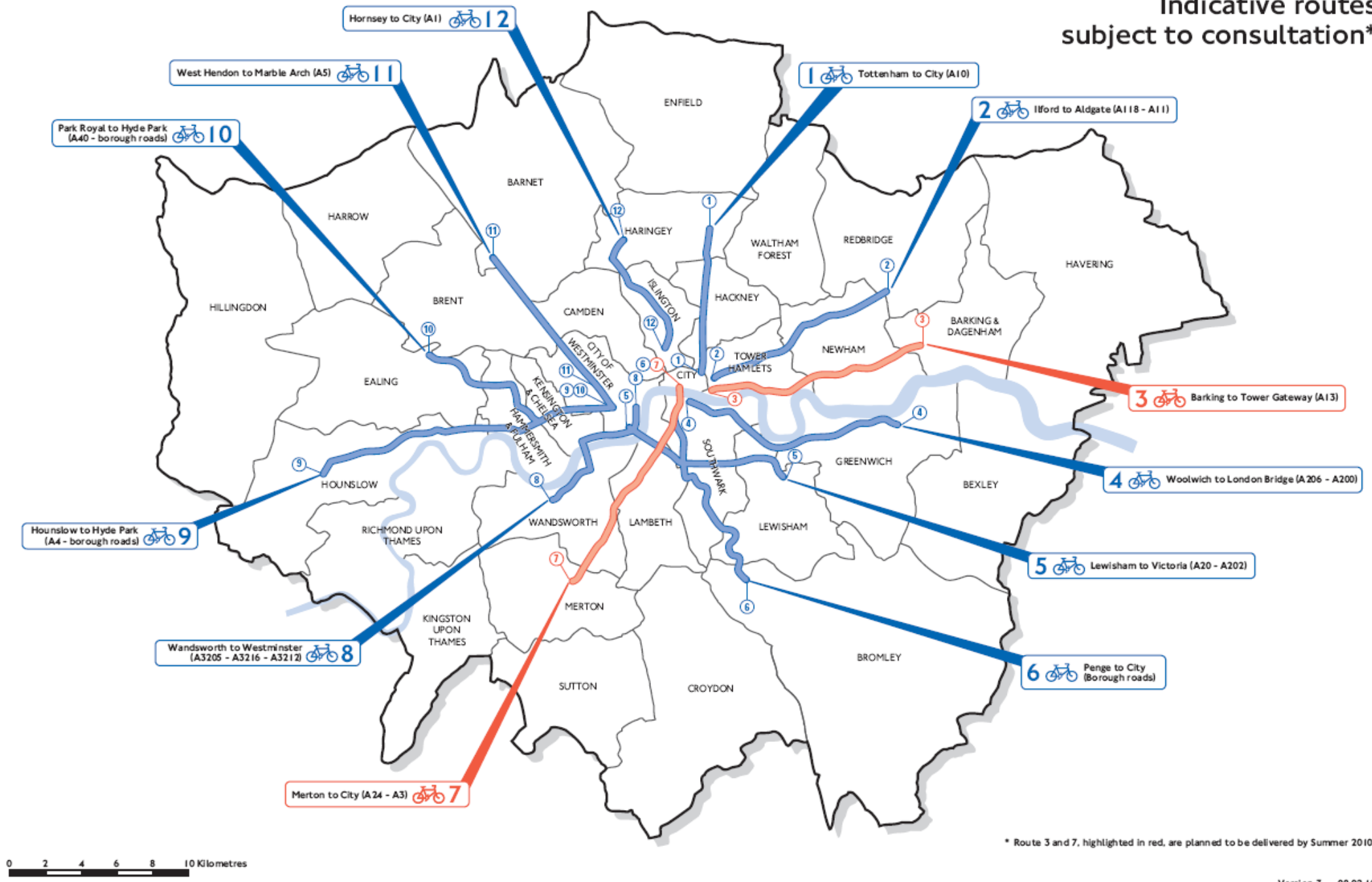
The table below shows corridors along which journeys are potentially quicker to cycle than to use public transport. TfL will work with the relevant west London boroughs to look at enhancing cycling conditions along these corridors to improve connectivity as well as increasing cycle usage to contribute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

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

Cycle Superhighways in Brent.

Cycle Superhighways

Indicative routes
subject to consultation*





Electric Vehicle Charging Points.

In February 2010, Brent Council responded to the consultation regarding London's Electric Vehicle Infrastructure Strategy – "[Turning London Electric⁶](#)".

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

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

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

It has been broadly acknowledged by the GLA/TfL that there is lack of public confidence and information about the increasing product range of electric

⁶ xxxxxxx

vehicles that are becoming available to the consumer. Issues of particular note are the more technical aspects of these vehicles such as charging abilities and supporting infrastructure, and more pertinently, the range of these vehicles. Such issues are perhaps more easily and successfully overcome through marketing campaigns at a central/London Government level as opposed to a local authority level.

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

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

Highways Asset Management Plan (HAMP).

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

It is commonly accepted that inadequate maintenance only stores up even greater problems for the future. The general upward-trend in investment over the previous generation has been welcome and effective, but a sustained long-term

programme of investment in maintenance of the local highway network is crucial. This is made all the more important during this period of economic challenges as we approach the autumn 2010 Comprehensive Spending Review and the forthcoming (2011-12) financial year. Investment needs to be sustained, planned, and efficiently managed, as well as being supported by effective technical and supporting management systems.

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

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

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

The roads to be surveyed are based on the following:

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

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

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

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

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

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

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

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

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

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

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

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

Traffic Signal Removal.

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

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

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

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

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

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

Brent junction	Borough	28/000026	Willesden Lane - The Avenue - Cavendish Road
Brent junction	Borough	28/000029	Brondesbury Park / Sidmouth Road
Brent junction	Borough	28/000030	Brondesbury Park / The Avenue
Brent junction	TLRN	28/000113	Fleet water Business Centre (formerly Brentwater Estate) Northbound
Brent pelican	Borough	28/000121	Brondesbury Park by Christchurch Avenue
Brent junction	Borough	28/000173	Coles Green Road / Crest Road / Oxgate Lane
Brent junction	Borough	28/000190	Neasden Lane / Quainton Street / Braemar Avenue

The Way Forward

In light of the above, Brent:

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

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

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

Section 3: Delivery Plan 2011-2014

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

- xxx All London boroughs receive a fixed block of capital funding from Transport for London (TfL) on an annual basis. This financial support is made available through section 159 of the GLA Act. The funding is allocated to two key themes/groups of projects including Corridors & Neighbourhoods and Smarter Travel. Annual funding is also received for highways and structural (bridges) maintenance, and a fund for 'Major Schemes' exists whereby boroughs can bid for funding to progress projects costing in excess of £1million.
- xxx The amount of funding allocated to each borough is determined through a funding 'formula' that uses a number of metrics to establish 'need' on a consistent basis across all 33 London boroughs. The funding is provided to boroughs to deliver schemes that address key Mayoral objectives⁷ which reflect local priorities.
- xxx Previously, separate allocations were made for these two programmes: '*corridors/neighbourhoods*' and '*smarter travel*'. This division of funding supported the delivery of infrastructure improvements (e.g. bus stop accessibility & public realm improvements would be funded from corridors & neighbourhoods), whilst behavioural change activities (e.g. road safety education) and other sustainable transport (softer measures) would receive funding from the smarter travel. However, in order to provide greater flexibility and local accountability, it is proposed to provide a single 'block grant' for formula funding, to be renamed 'Corridors, Neighbourhoods and Supporting Measures', commencing in the 2011-2012 financial year.
- xxx TfL advised boroughs of their settlement on 4th November 2010, having advised the Chair of London Council's on 3rd November. Following the Spending Review 2010 (SR10) the overall support available to boroughs through the LIP process has been reduced to reflect the new profile of the "General Grant" TfL receives from DfT. This equates to an overall (London-wide) reduction in LIP funding of **£4.0m (-3%)** in 2011/12, **£8m (-5%)** in 2012/13 and **£18m (-12%)** in 2013/14. The implications for Brent are as follows:
- There is a (London-wide) LIP Capital Funding decrease of £4m (-3%) for 11/12, £8m (-5%) for 12/13 and £18m (-12%) for 13/14 on pre-CSR allocations (of £150m pa for 3 years)
 - However, for Principal Road Maintenance – there is no decrease (c£15m p.a. London-wide)
 - Bridges – re-profiled to avoid 2012 (Olympics) and reduced
 - Major Schemes – slightly lower increase than envisaged
 - Discretionary funding – no change
 - As summarised below, the implication for Brent is an **11%** decrease in funding for 2011/12, **14%** decrease for 2012/2013 and **23%** decrease for 2013/14 (based on the 2010/11 as a base-line).
- xxx In respect of the first year of the LIP-2 programme (2011-2012), Brent, in consultation with TfL, will need to review the 2011/12 programme to identify reductions of c£120k in Corridors/Neighbourhoods and Smarter Travel, so as to adjust the programme to the revised allocation. The review will need to encompass the 12/13 and 13/14 programme – particularly since

⁷ See Appendix one for a table demonstrating the LIP-2 Mayoral Objectives and Goals.

schemes span financial years. That analysis will need to be completed by the end of December 2010.

Table 1. Brent Summary*

Funding type	10/11 allocation (£k)	Pre-CSR allocation 11/12 (£k)	Post-CSR allocation 11/12 (£k)	12/13 (£k)	13/14 (£k)
Principal Road Maintenance	622	740^	591	600 (est.)	600 (est.)
Corridors	1574	1820			
Neighbourhoods	1148	640			
Smarter Travel	406	368			
Sub-total		2828	2711	2600	2229
Discretionary	100	100	100	100	100
Total	3850	3668	3402	3300	2929
Reduction on 10/11	-	5%	11%	14%	23%
Reduction on previous year			11%	3%	11%
Reduction on anticipated			7%^ (inflated by 11/12 overbid on maintenance)		

*Excludes Bridges & Major (formerly ABS) Schemes

xxx Major Schemes: The Major Schemes programme supports larger projects (of more than £1m in value) which meet the principles of the Mayor's *Better Streets* agenda. Funding is awarded through a competitive bidding process. Following SR10 it is proposed to support a slightly smaller increase in funding in 2012/13 and 2013/14 than was previously announced (to £26m in 2011/12 and then £27m in the following two years). This will enable all the current committed Major Schemes to be progressed, together with support for a limited number of new schemes. Officers are working to secure funding for Harlesden Town Centre from this fund. There is, however, no certainty attached to securing the funding.

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

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

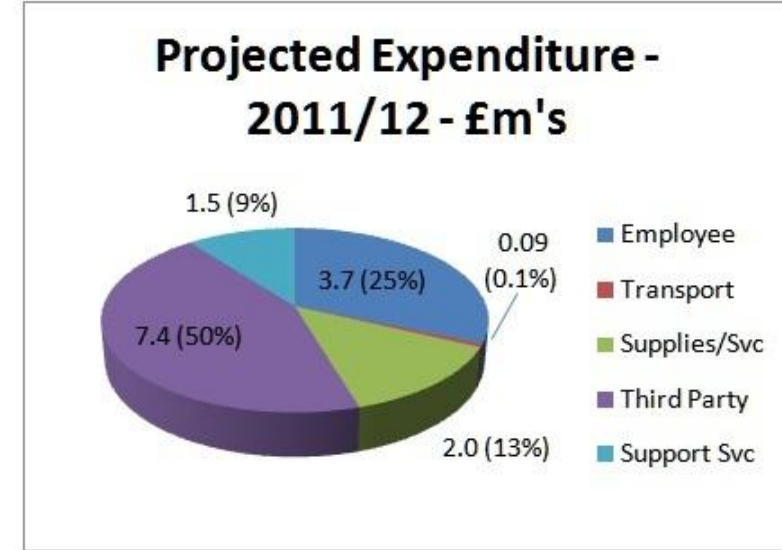
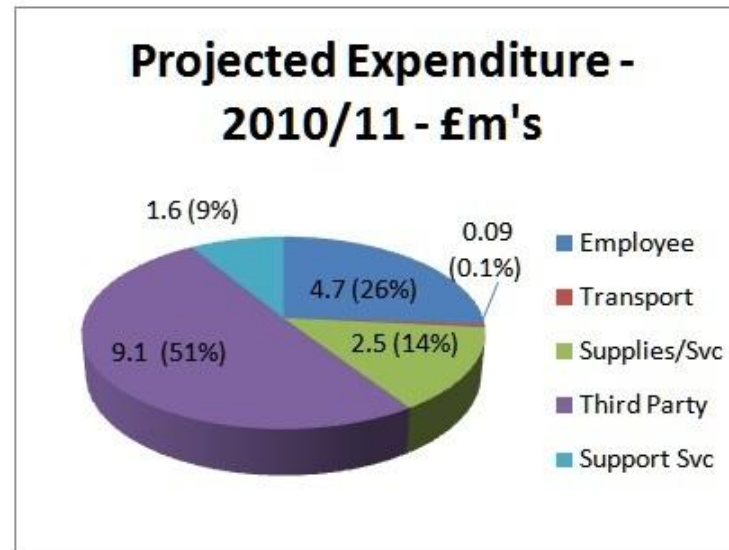
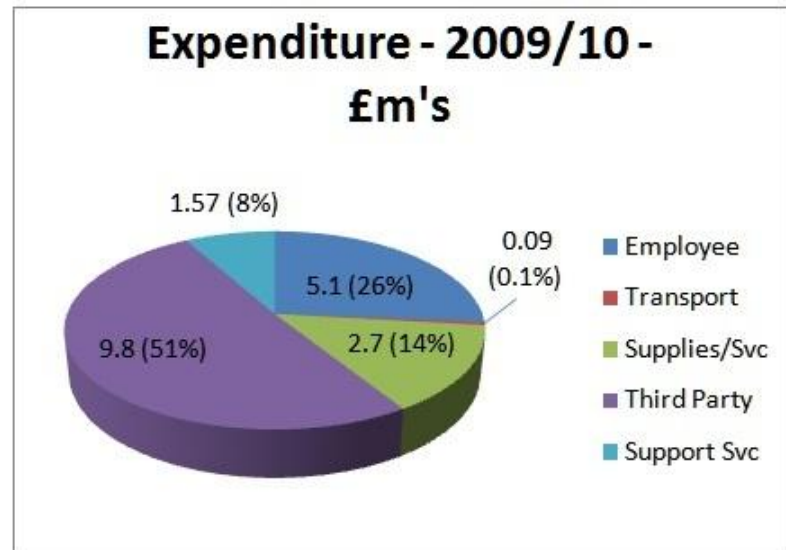
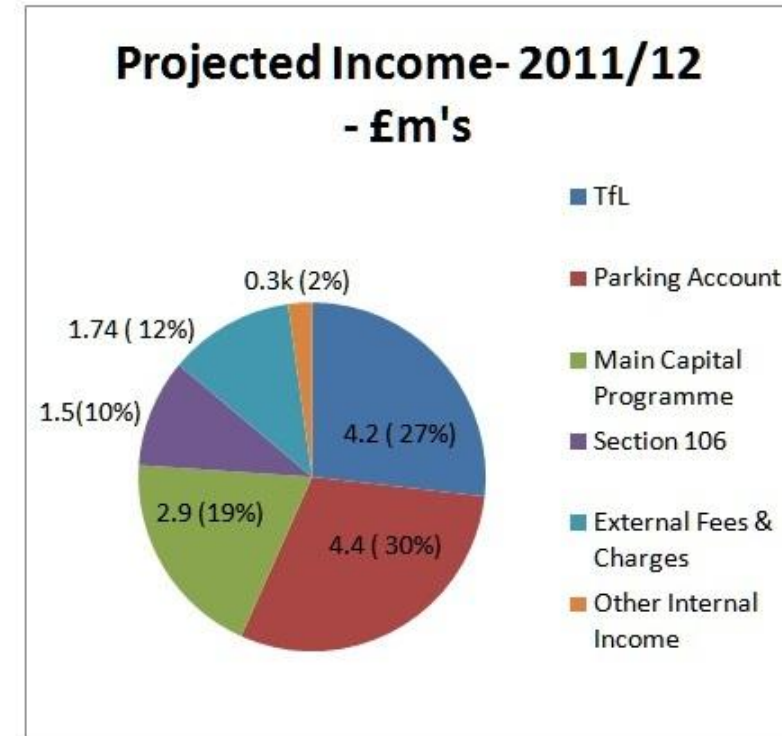
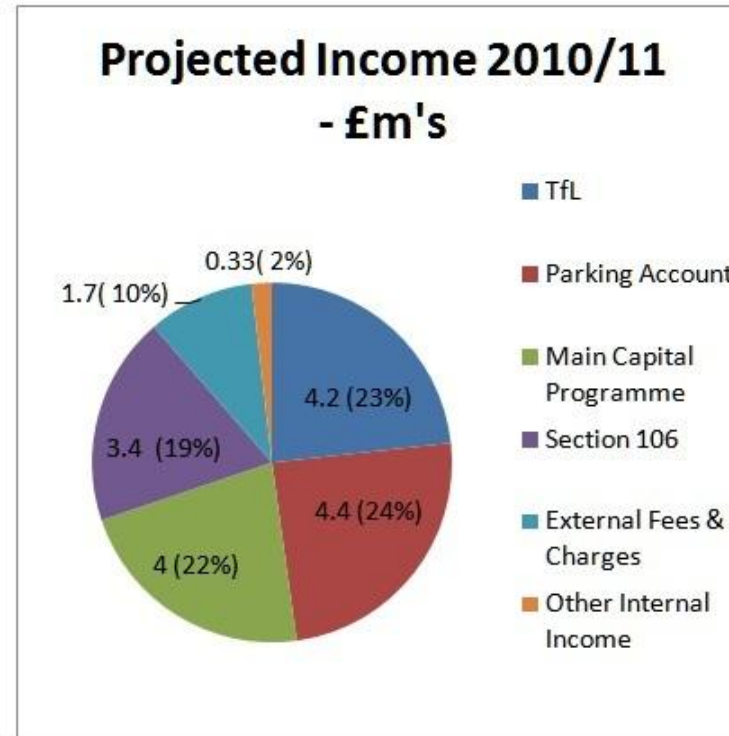
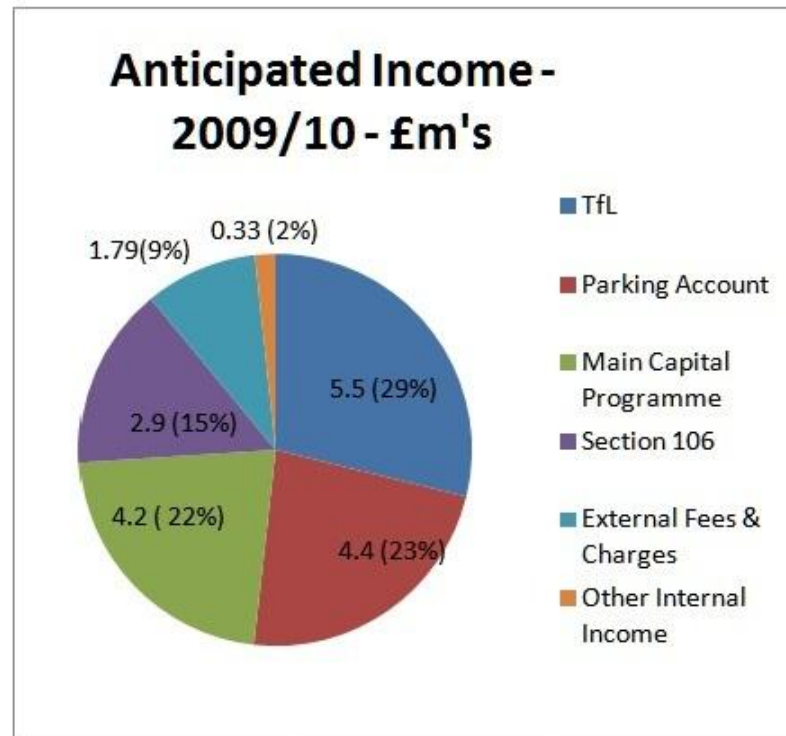
Programme areas	Funding source	Ongoing scheme?	Funding (£,000s)				MTS goals					LIP objectives	
			2011/12	2012/13	2013/14	Total	growth	life	security	es for all	change		
Corridors and Neighbourhoods	CO - A5 Corridor, integrated transport interventions	LIP allocation	✓	100	300	300	700	✓	✓	✓	✓	✓	to be completed in advance of submission to TfL on 20/12/10
	CO - Blackbird Hill – Neasden Lane North - Tanfield Avenue - Crest Road	LIP allocation	✓	130	150	150	430	☐	✓	✓	☐	☐	
	CO - Chamberlayne Road (Kensal Rise) STC	LIP allocation	✓	100	100	0	200	✓	✓	✓	☐	☐	
	CO - Chichelle Road (From Melrose Avenue to Cricklewood Broadway) road danger reduction interventions	LIP allocation	☐	15	80	0	95	☐	✓	✓	☐	☐	
	CO - East Lane, St. Augustines Ave area / Preston Rd end. (Road danger/congestion reduction interventions)	LIP allocation	✓	80	0	0	80	☐	✓	✓	☐	☐	
	CO - Ealing Road (north) - from Bridgewater Rd to High Rd, Wembley inc. High Rd Wembley Jctn with Lancelot Rd.	LIP allocation	✓	20	200	200	420	✓	✓	✓	☐	☐	
	CO - Harlesden Town Centre Major Scheme	LIP allocation	✓	150	150	150	450	✓	✓	✓	✓	✓	
	CO - Harrow Road, Wembley (from Tring Avenue to Point Place)	LIP allocation	✓	100	0	0	100	☐	✓	✓	☐	☐	
	CO - Park Lane - Wembley Park Drive	LIP allocation	✓	100	0	0	100	☐	✓	✓	☐	☐	
	CO - High Rd Wembley - Wembley Hill Rd - Empire Way - Bridge Rd; Olympic 2012 Interventions	LIP allocation	☐	600	50	50	700	✓	✓	✓	✓	☐	
	CO - Wembley Area (Olympics 2012) Legible London Pedestrian Way finding Intervention	LIP allocation	☐	30	10	0	40	✓	✓	☐	✓	☐	
	CO - Willesden Green STC (High Rd Willesden - Willesden Lane Jctn - Walm	LIP allocation	✓	180	200	100	480	✓	✓	✓	✓	☐	

Lane)												
CO - Kenton Road - Orchard Grove - Preston Hill (Road danger reduction interventions)	LIP allocation	<input type="checkbox"/>	20	80	0	100	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	
CO - High Road, Willesden - Brenthurst Road - Cobbold Road (Road danger reduction interventions)	LIP allocation	<input type="checkbox"/>	25	100	0	125	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	
CO - Dudden Hill Lane - Burnley Road - Chapter Road (Road danger reduction interventions)	LIP allocation	<input type="checkbox"/>	30	100	0	130	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	
CO - Preston Road - Elmstead Avenue (Road danger reduction interventions)	LIP allocation	<input type="checkbox"/>	0	50	0	50	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	
CO - Bus Stop Accessibility Programme	LIP allocation	<input type="checkbox"/>	90	90	90	270	<input type="checkbox"/>	✓	✓	✓	<input type="checkbox"/>	
CO/NH - Design/consultation funding for future year Corridor & Neighbourhoods projects	LIP allocation	<input type="checkbox"/>	45	50	50	145	✓	✓	✓	✓	<input type="checkbox"/>	
NH - Cairnfield Avenue Area	LIP allocation	✓	190	0	0	190	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	
NH - Mora and Temple Road Area	LIP allocation	✓	150	0	0	150	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	
NH - Sudbury and Harrow Road (Small Town Centre Area)	LIP allocation	✓	100	100	10	210	✓	✓	✓	✓	<input type="checkbox"/>	
NH - Rugby Avenue - Sudbury Avenue - Harrowdene Road Area	LIP allocation	<input type="checkbox"/>	30	200	10	240	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	
NH - Donnington Road - Peters Avenue - Holland Road Area	LIP allocation	<input type="checkbox"/>	30	200	10	240	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	
NH - Chevening Road - Harvist Road Area - merge TMO with Aylestone Avenue Area ZO	LIP allocation	<input type="checkbox"/>	0	30	200	230	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	
NH - Car Clubs – TMOs, signs and lines	LIP allocation	<input type="checkbox"/>	15	15	15	45	✓	✓	<input type="checkbox"/>	✓	<input type="checkbox"/>	
NH - Future of Electric Vehicle Charging Points (EVCPs) and Car Clubs in Brent - Study	LIP allocation	<input type="checkbox"/>	15	5	0	20	✓	✓	<input type="checkbox"/>	✓	✓	
NH - Installation of Electric Vehicle Charging Points (EVCPs)	LIP allocation	<input type="checkbox"/>	30	60	100	190	✓	✓	<input type="checkbox"/>	✓	✓	
NH - Environmental health initiatives	LIP	<input type="checkbox"/>	10	10	10	30	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	✓	

		allocation											
	NH - Urban Realm / Street Trees	LIP allocation	<input type="checkbox"/>	10	10	10	30	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	✓	
	NH - Parking and general waiting & loading reviews	LIP allocation	<input type="checkbox"/>	30	30	30	90	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	
	LIP-2 Policy: 11/12 cycling screen-line analysis and pedestrian dwell-times study	LIP allocation	<input type="checkbox"/>	10	0	0	10	✓	✓	<input type="checkbox"/>	✓	✓	
	N&C Wembley Regeneration - North End Road		<input type="checkbox"/>			350	350	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	N&C Wembley Regeneration - Wembley Triangle		<input type="checkbox"/>			50	50	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	LIP-2 Policy: Development, progress monitoring & LIP Annual Report	LIP allocation	<input type="checkbox"/>	20	20	20	60	✓	<input type="checkbox"/>	✓	✓	✓	
Smarter Travel	ST - School Travel Plans (engineering measures)	LIP allocation	<input type="checkbox"/>	160	100	100	360	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	
	ST - School Travel Plans (non-eng' measures) programme	LIP allocation	<input type="checkbox"/>	25	25	25	75	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓	✓	
	ST - "Bike It" project, Sustrans/Brent	LIP allocation	<input type="checkbox"/>	30	30	30	90	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓	✓	
	ST - Policy development of Brent <i>Biking Borough</i> project	LIP allocation	<input type="checkbox"/>	10	5	5	20	<input type="checkbox"/>	✓	✓	✓	<input type="checkbox"/>	
	ST - Transport policy & travel awareness programme	LIP allocation	<input type="checkbox"/>	10	10	10	30	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓	✓	
	ST - Education, Training & Publicity (ETP) initiatives	LIP allocation	<input type="checkbox"/>	20	20	20	60	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	
	ST - Adult & child cycle training programme	LIP allocation	<input type="checkbox"/>	60	60	60	180	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓	✓	
	ST - West-sub region Travel Planners	LIP allocation	<input type="checkbox"/>	18	15	15	48	✓	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓	
	ST - Workplace Travel Plans – Brent-wide	LIP allocation	<input type="checkbox"/>	10	10	10	30	✓	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓	
	ST - School Buses Escort Programme	LIP allocation	<input type="checkbox"/>	30	30	30	90	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	
Integrated transport total			<input type="checkbox"/>	2,828	2,695	2,210	7,733						
tena	RO - A4089 Wembley Park Drive(from Park Lane to Elmside Road)	LIP allocation	<input type="checkbox"/>	130	0	0	130	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	

	RO - A404 Watford Road (Hospital exit to Golf course entrance)	LIP allocation	<input type="checkbox"/>	120	0	0	120	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	RO - A4003 Willesden Lane (from Mapesbury Road to Cavendish Road)	LIP allocation	<input type="checkbox"/>	83	0	0	83	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	RO - A4005 Bridgewater Road (from Cemetery to Clifford Gardens)	LIP allocation	<input type="checkbox"/>	90	0	0	90	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	RO - A4089 Ealing Road(Mount Pleasant to Stanley Avenue)	LIP allocation	<input type="checkbox"/>	235	0	0	235	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	RO - A4088 Forty Avenue(from The Avenue to Brook Avenue)	LIP allocation	<input type="checkbox"/>	81	0	0	81	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	RO - 2012-13 Plus		<input type="checkbox"/>	0	740	740	1,480	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	BR - Allendale Road (B33)	LIP allocation	<input type="checkbox"/>	250	0	0	250	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	BR - Ledway Drive (B67)	LIP allocation	<input type="checkbox"/>	130	0	0	130	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	BR - Mead Platt over Mitchell Brook (C09)	LIP allocation	<input type="checkbox"/>	50	0	0	50	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	BR - North End Road West (B62)	LIP allocation	<input type="checkbox"/>	250	0	0	250	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	BR - The Rise - (B06)	LIP allocation	<input type="checkbox"/>	175	0	0	175	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	BR - Twybridge Way (1) over Canal Feeder (B49)	LIP allocation	<input type="checkbox"/>	20	100	0	120	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
	BR - Twybridge Way (2) over Canal Feeder (B50)	LIP allocation	<input type="checkbox"/>	20	100	0	120	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>				0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance total			<input type="checkbox"/>	1,634	940	740	3,314					
Major Schemes	MS - Harlesden Town Centre	TfL MAJOR SCHEME	<input type="checkbox"/>	0	1,500	1,500	3,000	✓	✓	✓	✓	✓
		Developer	<input type="checkbox"/>	30	100	200	330	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		LIP allocation	<input type="checkbox"/>	150	500	300	950	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Council revenue	<input type="checkbox"/>	50	50	50	150	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Major Scheme total			<input type="checkbox"/>	230	2,150	2,050	4,430					

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



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

Section 4: Performance Management Plan

The importance of performance monitoring.

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

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

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

- (1) Mode share;
- (2) Bus service reliability;
- (3) Road traffic casualties;
- (4) CO2 emissions;
- (5) Asset (highway) condition.

As part of the process of monitoring LIPs, progress will be tracked against five strategic performance indicators on which boroughs are required to set locally specific targets. These five indicators are shown below: Indicator	Description
Mode share	The proportion of personal travel made by each mode
Bus service reliability	Excess wait time for all high-frequency services running within a particular borough
Road traffic casualties	The total number of KSIs and total number of casualties
CO2 emissions	Tonnes of CO2 emanating from ground-based transport per year
Asset (highway) condition	The proportion of principal road carriageway where maintenance should be considered

These all relate to key priorities within the MTS over which London boroughs have a degree of influence. Each of these five performance indicators relates to key priorities within the Mayor's Transport Strategy over which boroughs have a degree of influence. However, it is recognised and expected that boroughs will be

required to work with local partners and other organisations to achieve their LIP-2 adopted targets. These include Transport for London, Primary Care Trusts, businesses and employers, bus operators, schools and neighbouring authorities

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

This section has two main parts:

- 1) *Core Targets* – Outlines the five strategic performance indicators prescribed by TfL, which will be used to measure the progress of all boroughs in delivering the Mayor's Transport Strategy at a local level. The five core indicators measure: cycling and walking levels; bus reliability; road asset condition; road casualties; and CO₂ emissions.
- 2) *Local Targets and Indicators* – A range of local targets and indicators set by the Council that are designed to supplement the core targets; these include electric vehicle charging points, car club bays, cycle training, and cycle parking spaces.

8

CORE TARGETS

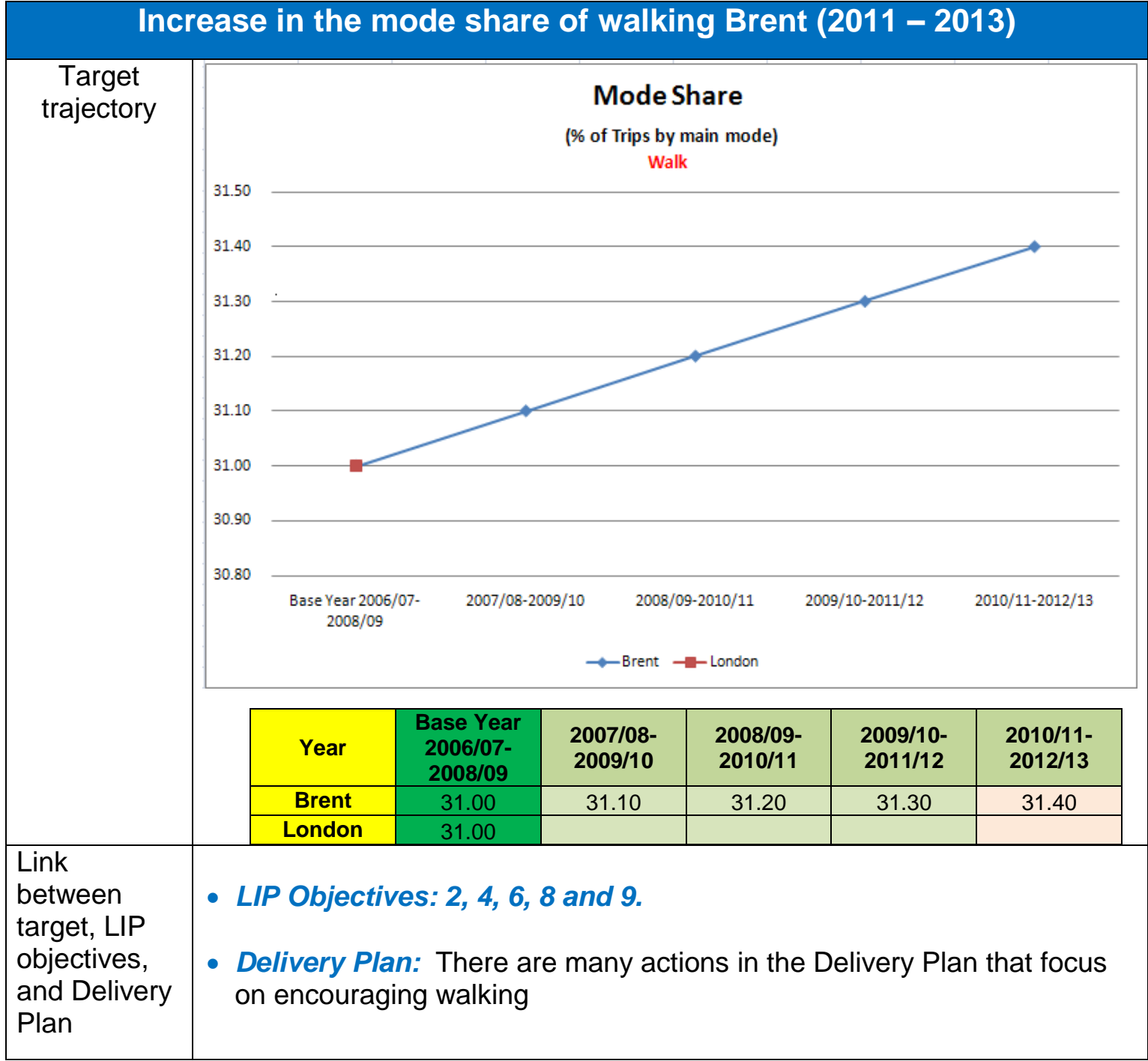
In conjunction with TfL, the Council has set annual targets for the core indicators until 2013/14, with further long-term targets set up to 2031. The targets have been set with consideration of a range of factors that may help or hinder the boroughs performance including: delivery of transport infrastructure improvements, funding availability, the impact of regional and national policies, as well as other local circumstances. Whilst the Council has a degree of influence over the achievement of the core targets other factors beyond the Councils control can also impact on performance (e.g. national advances in clean vehicle technologies will influence CO₂ emissions from road based transport in the borough). To achieve the core targets the Council will work with local partners and other organisations, such as TfL, Healthcare providers, businesses and employers, bus operators, schools, and neighbouring authorities.

Please note, where you see "xxx" - this indicates that officers are still developing realistic / achievable targets for the borough in respect of each of these indicators, based on the aspirations / targets presented in the Mayor's Transport Strategy and benchmarked against the targets that our neighbouring boroughs propose to adopt in their LIP-2's.

LOCAL TARGETS AND INDICATORS

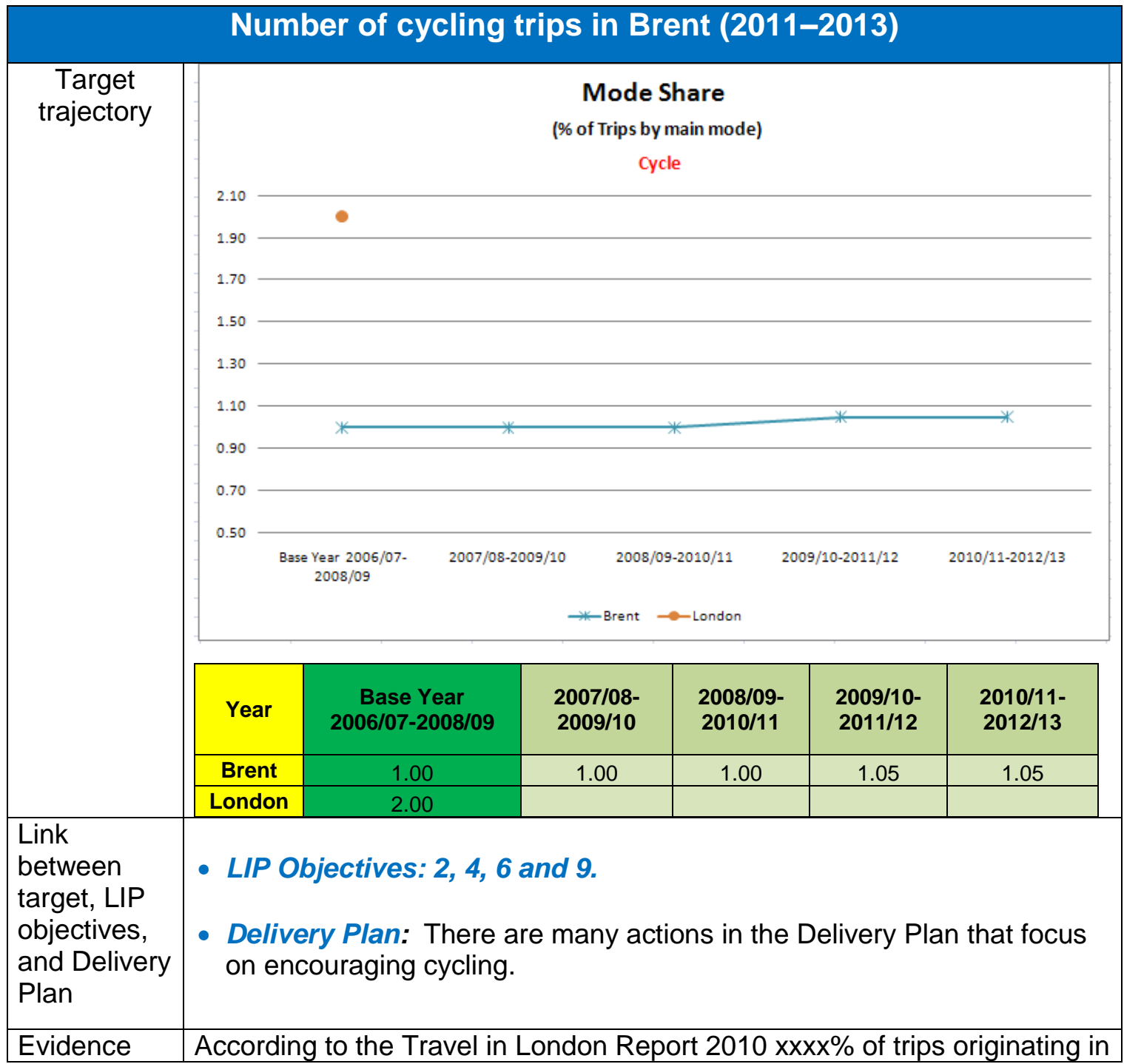
Local targets and indicators are designed to supplement the core targets. Whereas the core targets primarily assess progress towards achieving the high level outcomes of the LIP, such as reductions in CO₂ emissions or road casualties (i.e. themes and objectives); the local targets and indicators are focused on demonstrating the boroughs progress towards delivering policies/actions (which ultimately help achieve the LIP objectives and core targets). For example, the

Council has a policy to install electric vehicle charging points as one way to achieve the core target of a reduction in CO₂ emissions from ground-based transport. If the Council failed to achieve the core target for reducing CO₂ emissions, local indicators (such as electric vehicle charging points installed) can be used to determine whether: a) the Council is effectively implementing policies to achieve the indicator, b) the Council are focusing on the best policies to deliver the core target, c) the failure to achieve the core target is due to factors outside of the control of the Council e.g. national policies do not adequately encourage uptake of low emission vehicles.



Evidence that the target is ambitious and realistic	<ul style="list-style-type: none"> • According to the LIP Benchmarking Tool 2010, XX of trips originating in Brent were made by walking between 2006/07 and 2008/09. This is the XX highest of any Outer London borough, and higher than some inner London boroughs. Walking mode share has decreased from xx% (between 2005/06 and 2007/08) which was reported in the 2009 Travel in London Report. • The first aim is to ensure walking trips increase to xx% mode share by 2013/14, then xx% by 2020/21, and xx% of mode share by 2026. • Given Brent's current performance, the performance of neighbouring boroughs and Outer London boroughs, and the lack of a definitive target in the MTS, it is considered that the targets are definitely ambitious. • The Council believe these targets are realistic as levels of up to 40% have been achieved in Central London. Also evidence suggests that there is significant potential for a shift from car use to walking for trips under 1km (according to the South London Sub-regional Transport Plan – Interim Report on Challenges and Opportunities February 2010)
Key actions for the Council	<ul style="list-style-type: none"> • Improving strategic walking routes; including ongoing audit program. • Improving access to train stations and bus stops. • Public realm improvements (including street de-cluttering etc). • Improved accessibility of the public realm for disabled users. • Overcoming segregation barriers e.g. busy roads. • Reducing crime and fear of crime. • Improved signage e.g. Legible London. • Travel planning.
Principle risks and how they will be managed	<ul style="list-style-type: none"> • <i>Delays to the implementation of schemes.</i> The Council will manage this risk by ensuring the risks of delivering schemes are considered. The Council has a good history of delivering schemes on time. • <i>Funding reductions from TfL borough LIP2 allocation, and/or a reduction in funding from other potential sources (e.g. Major schemes funding, Council funding).</i> Impact of risk cannot be fully managed, however the Council can ensure funding is prioritised towards schemes that will have

	<p>the greatest contribution to increasing walking numbers.</p> <ul style="list-style-type: none"> • The Council also has a LIP2 target to increase the number of people cycling in the borough; it is possible that any increase in cycling will be at the expense of some existing walking trips. This risk is difficult to manage; however, funding will be directed at schemes that are likely to achieve a shift away from car use (as opposed to other sustainable modes of transport).
Keep progress against targets under review and address areas of over or under performance.	<ul style="list-style-type: none"> • Review walking mode share annually. • Record/review the type of walking initiatives we are investing in e.g. public realm improvements, travel planning etc. • If targets are not being met then re-evaluate the level of funding allocated to walking initiatives, and/or re-evaluate the type of walking initiatives the Council is investing in.

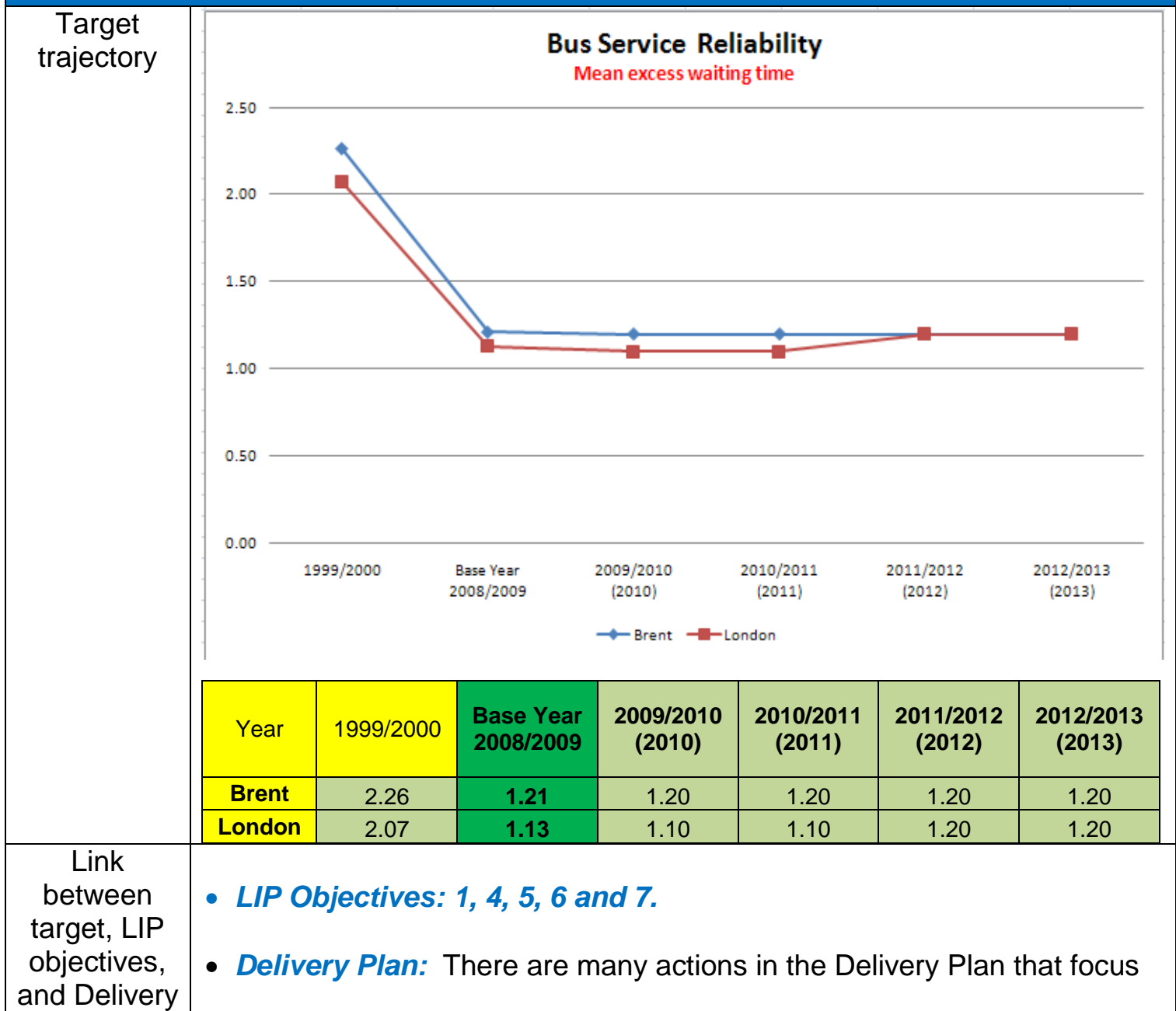


<p>that the target is ambitious and realistic</p>	<p>Brent were made by cycle between 2006/07 and 2008/09. This is the xxxx highest of any outer London borough, but is significantly lower than Brent's neighbouring borough of xxxx which has managed to achieve a mode share of xxxx; the highest in London. This demonstrates that there is potential to increase cycling mode share within Brent.</p> <p>The Council has set targets and trajectories initially based on increments of xxx per year, which will achieve a mode share of xxx by 2013/14; this target is seen as particularly ambitious given current low funding levels. However, it is hoped that funding levels will increase towards 2020 and the infrastructure that has been implemented during the LIP2 period will begin to attract more cyclists (e.g. cycle parking, cycle lanes, and aspirational schemes such as cycle hire and super cycle highways). An increase in cyclists on the roads will raise the profile of cycling and attract further cyclists. Therefore we expect cycling levels to increase at a faster rate from 2015/16 through to 2025/26. The Council is hoping that from 2015/16 cycling numbers will begin to rise at a rate of xx% per annum with cycling mode share of 3.6% being achieved in 2020/21 and 4.60% by 2026. This would exceed the Mayors target for 2026 of a cycling mode share for Outer London of 4.3%.</p> <p>Although funding is restricted and these targets are ambitious, they are seen as realistic for the following reasons:</p> <ul style="list-style-type: none"> • The increases predicted are required to achieve the Mayor's target of 4.3% mode share for cycling in Outer London by 2026. • The Council can use cost effective initiatives such as such as smarter travel activities (including cycle training and travel planning) to increase cycling numbers. • There is scope within the borough to improve cycle parking at many key locations, which is a relatively inexpensive measure to overcome a major barrier to cycling.
<p>Key actions</p>	<ul style="list-style-type: none"> • Increase secure and unsecure cycle parking in public places and key

for the Council	<p>destinations (e.g. Town and local district Centres, nearby to train stations and in regeneration areas).</p> <ul style="list-style-type: none"> • Increase cycle facilities at work places (e.g. cycle parking, showers, and lockers). • Smarter Travel (schools and workplace travel plans, cycle training, other events). • Improve ‘on-route’ cycling infrastructure (particularly the strategic cycle network and over key barriers) e.g. cycle lanes, cycling priority, safety improvements etc. • Improve signage of strategic cycling network.
Principle risks and how they will be managed	<ul style="list-style-type: none"> • Delays to the implementation of schemes. The Council will manage this risk by ensuring the risks of delivering schemes are considered. The Council has a good history of delivering schemes on time. • Funding reductions from TfL borough LIP allocation, and/or a reduction in funding from other potential sources (e.g. Major schemes funding, Council funding). Impact of risk cannot be fully managed, however the Council can ensure funding is prioritised towards schemes that will have the greatest contribution to increasing cycling numbers. • The Council also has a target to increase the mode share of walking trips in the borough; it is possible that an increase in walking will be at the expense of some existing cycling trips. This risk is difficult to manage; however, funding will be directed at schemes that are likely to achieve a shift away from car use (as opposed to other sustainable modes of transport). • A year(s) of particularly adverse weather. Risk cannot be fully managed, but can be partly managed by promoting the benefits of all year round cycling including promoting use of high visibility clothing, lights etc.
Keep progress against targets under	<ul style="list-style-type: none"> • Review mode share data annually. • Record/review the type of cycling initiatives we are investing in e.g. cycle lanes, cycle parking, travel planning etc. • If targets are not being met then re-evaluate the level of funding

review and address areas of over or under performance	allocated to cycling initiatives, and/or re-evaluate the type of cycling initiatives the Council is investing in.
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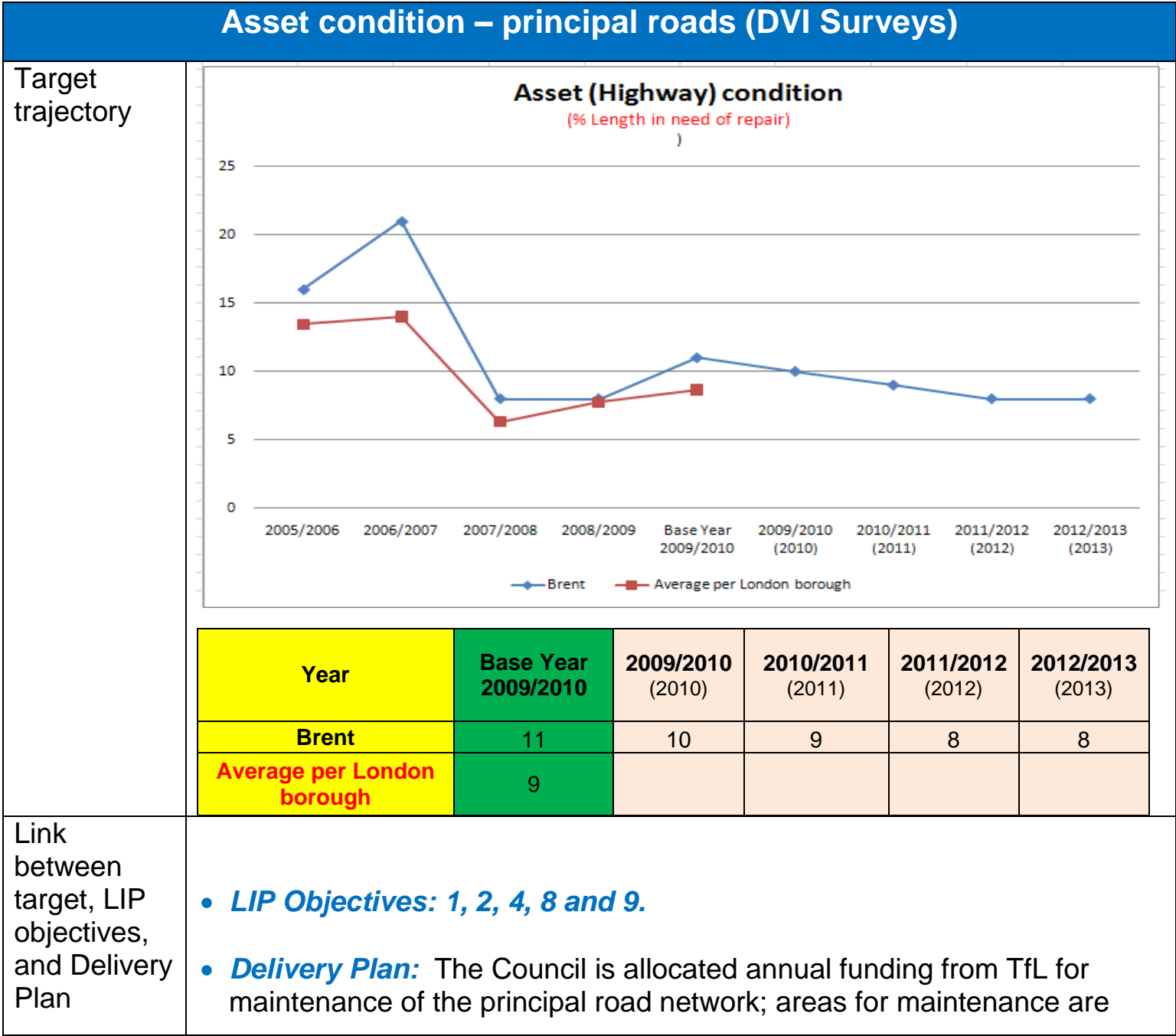
Bus service reliability for high frequency routes – Excess Waiting Time - (2011/12 – 2013/14)



Plan	on encouraging bus use.
Evidence that the target is ambitious and realistic	<ul style="list-style-type: none"> • The target set for Excess Waiting Time (EWT) is xxx mins until 2013/14 and xxxx mins in 2017/18. Targets for later years will be set after the 2013/14 monitoring period. • The Council achieved an EWT of xxx mins for 2009/10. The borough EWT between 2005/06 and 2008/09 was xx mins. • 2009/10 EWT for neighbouring boroughs was: xxxx (x), xxxx (xx), xxxxx (xxx), and xxx (xx). • Previously the Mayor had set a target of EWT of xxxmins for the borough. The 2009 TfL Business Plan forecasts that EWT across London will increase from 1.1mins to 1.2mins in 2011/12 and beyond. • An EWT of xxxx mins until 2013/14 is seen as an ambitious and realistic target because: it is equal to or better than our neighbouring boroughs, exceeds the previous Mayor's targets, is consistent with TfL forecasts for London wide EWT, maintains a high level of performance despite likely increases in traffic levels and potential reductions in available funding for transport initiatives.
Key actions for the Council	<ul style="list-style-type: none"> • Investigate and implement opportunities to improve bus priority along bus routes experiencing delays. • Investigate and implement opportunities to smooth traffic flow along bus routes experiencing delays. • Investigate opportunities to reinstate bus lay-bys (if they will improve bus reliability).
Principle risks and how they will be managed	<ul style="list-style-type: none"> • Delays to the implementation of schemes. The Council will manage this risk by ensuring the risks of delivering schemes are considered. The Council has a good history of delivering schemes on time. • Increases in car use/congestion. To overcome this risk the Council is focussing on promoting sustainable modes of transport, and will look at options to smooth traffic flow and/or improve bus priority measures on congested routes. • Funding reductions from TfL borough LIP2 allocation, and/or a reduction

	<p>in funding from other potential sources (e.g. Major schemes funding, Council funding). Impact of risk cannot be fully managed, however the Council can ensure funding is prioritised towards schemes that will have the greatest contribution to improving bus reliability.</p> <ul style="list-style-type: none"> • Excess waiting times on high frequency bus routes is often caused by delays in other boroughs (which are out of the control of the Council). Delays in other boroughs are included in the EWT data reported for Brent's performance and could result in failure by Brent to meet bus EWT performance targets. This risk is being managed by setting local LIP targets for bus reliability based on iBus data (travel times) between bus stops on 4 Brent bus routes. Results for the local targets can be used to check the accuracy of the EWT performance data supplied by TfL.
<p>Keep progress against targets under review and address areas of over or under performance</p>	<ul style="list-style-type: none"> • Progress against targets will be monitored by analysing EWT data supplied by TfL, and monitoring the local target for bus performance as explained above. • Where under performance occurs the Council will investigate the causes (e.g. temporary causes such as road works). • Where causes of underperformance can be addressed the Council will progress initiatives to improve bus reliability along the section of road (e.g. bus priority etc).

Figure XX: Bus Service Reliability (Excess Waiting Time for all Brent High Frequency Services)



Link between target, LIP objectives, and Delivery Plan

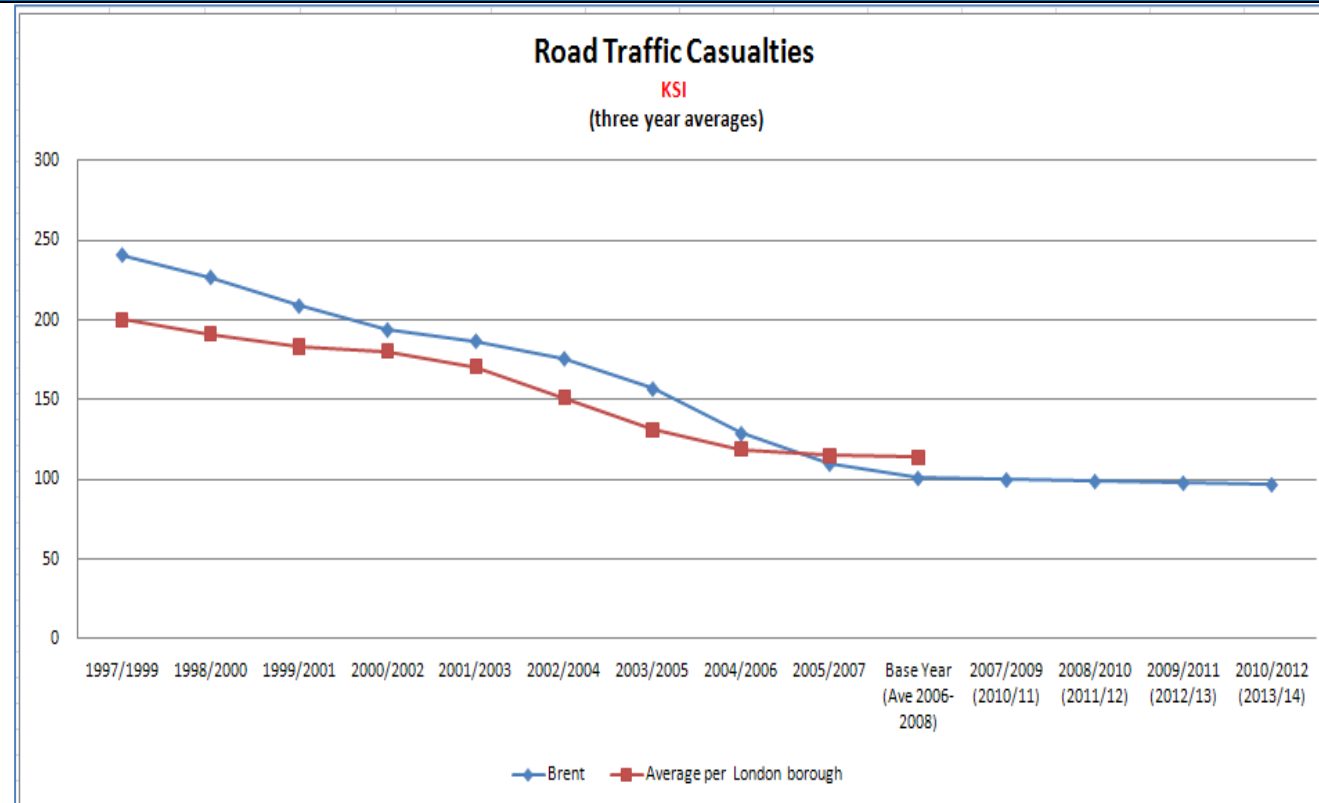
- **LIP Objectives: 1, 2, 4, 8 and 9.**
- **Delivery Plan:** The Council is allocated annual funding from TfL for maintenance of the principal road network; areas for maintenance are

	determined by DVI and SCANNER surveys. The Council will allocate funding to those roads in greatest need of repair (as determined by DVI and SCANNER surveys).
Evidence that the target is ambitious and realistic	<ul style="list-style-type: none"> • The Council has set a target to keep the percentage of principal road network in need of repair at 2% annually (based on DVI surveys) until 2013/14, and out to 2026/27. • The percentage of principal road in need of repair remained at 2% in 2009/10, which is the lowest (equal) of any London borough. In fact according to the TfL Benchmarking Data for Boroughs (DVI surveys) no London borough has ever achieved a rate of less than 2%. • Brent has outperformed its neighbouring boroughs. In 2009/10 neighbouring boroughs performance in terms of principal road network in need of repair is as follows: X (X%), X (X%), x (X%), and x (X%). • As the percentage of road network in need of repair gets lower it becomes increasingly difficult to achieve additional improvements; such improvements often require significant increases in funding. Therefore without considerable increases in funding for road maintenance from TfL it is not realistic to expect further reductions in the percentage of principal road network in need of repair. • Accordingly, a target of X% of the principal road network in need of repair is both ambitious and realistic. • <u>Please note:</u> this target is largely reliant on funding levels from TfL. As funding up until 2013/14 has not been confirmed there is some uncertainty as to the suitability of this target.
Key actions for the Council	<ul style="list-style-type: none"> • The Council will ensure that all funds for maintenance of the principal road network are fully allocated each year and are allocated to those roads in greatest need of repair (as determined by DVI and SCANNER surveys). • The Council will continue its reactive maintenance activities with respect to the principal road network.
Principle risks and	<ul style="list-style-type: none"> • A reduction in funding for principal road maintenance from TfL. This risk is difficult for the Council to manage as funding levels are set by TfL. In the

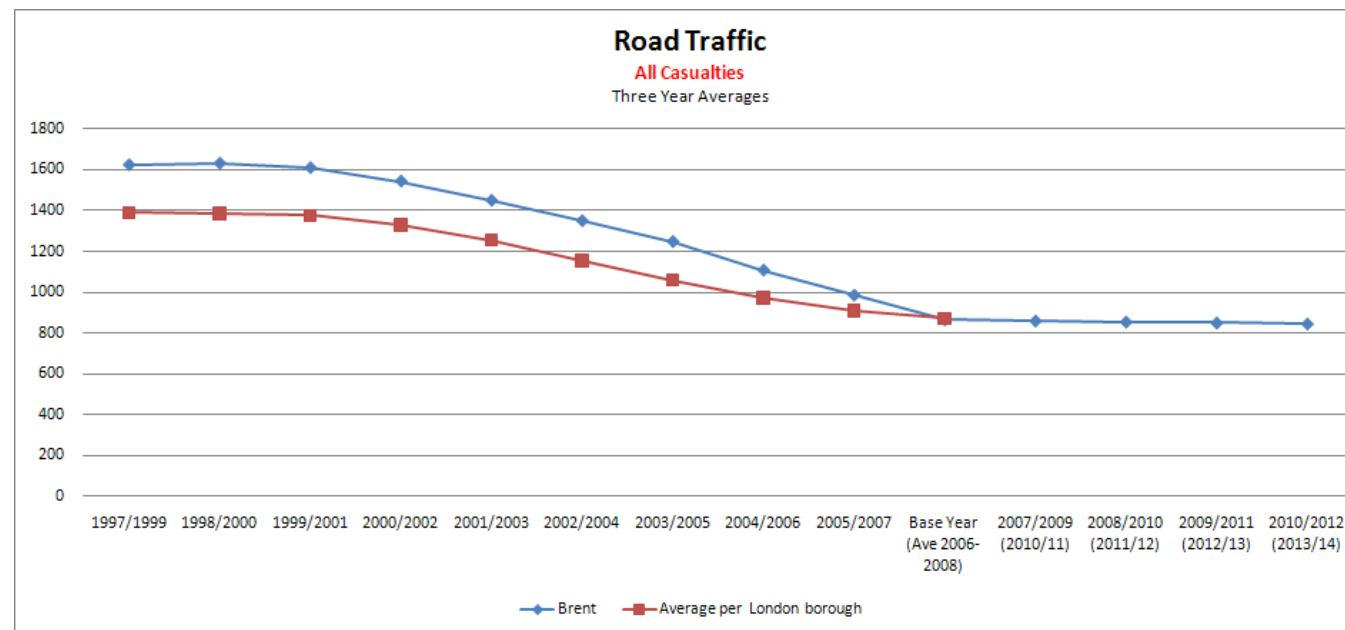
<p>how they will be managed</p>	<p>case of a funding reduction the Council will discuss funding levels with TfL and/or investigate alternative funding sources.</p> <ul style="list-style-type: none"> • As this target includes roads maintained by TfL there is a risk that TfL may underperform which will affect the performance of the borough. The Council will work closely with TfL to ensure their roads are maintained to a high standard. Where under performance occurs the Council can analyse figures to determine whether under performance is occurring on TfL maintained roads. • Frequent occurrences of adverse weather conditions deteriorating the principal road network. There is little the Council can do to address this risk, other than investigate alternative funding sources for maintenance works. • Frequent/high occurrences of major works by utility companies. Works such as laying new pipes under the road, even if completed to a high standard, usually create adverse effects on the stability of the roadway. There is little the Council can do to manage this risk.
<p>Keep progress against targets under review and address areas of over or under performance</p>	<ul style="list-style-type: none"> • Review annual DVI and SCANNER surveys to determine where funds for maintenance should be allocated. • Options to address areas of underperformance are difficult to address as the ability to implement maintenance works depends on TfL funding levels. As such in the case of underperformance the Council will discuss funding levels with TfL and/or investigate alternative funding sources to increase the amount of maintenance works completed annually.

**Total number of people killed or seriously injured in Brent (2011 – 2013), &
Total number of casualties in Brent (2011 – 2013)**

Target trajectory



Three Year Averages	Base Year (Ave 2006-2008)	2007/2009 (2010/11)	2008/2010 (2011/12)	2009/2011 (2012/13)	2010/2012 (2013/14)
Brent	101	100	99	98	97
Average per London borough	114				



Three Year Averages	Base Year (Ave 2006-2008)	2007/2009 (2010/11)	2008/2010 (2011/12)	2009/2011 (2012/13)	2010/2012 (2013/14)
Brent	865	860	855	850	845
Average per London borough	872				

Link between target, LIP objectives, and Delivery Plan

- **LIP Objectives: 1, 2, 4, 5, 6, 8 and 9.**
- **Delivery Plan:**
 - Most casualties in Brent occur on the strategic highway network. The Council is reviewing the borough's strategic highway network, which includes consideration of safety concerns/accident history.
 - Increasing the levels of walking and cycling in the borough is a key priority

	for the Council. Improving the safety of these vulnerable road users will be a key means of encouraging greater participation in walking and cycling.
Evidence that the target is ambitious and realistic	<p><u>Total number of people killed or seriously injured (KSI's)</u></p> <ul style="list-style-type: none"> • Brent has achieved a xxxx% reduction in fatal and serious casualties (KSI's) between 2002 and 2009 (xxx KSI's in 2002 and xxx in 2009; based on 3-year rolling averages). This is an annual reduction of xxx%. • Brent has achieved a xxx % reduction in KSI's between 2006 and 2009 (based on 3yr rolling averages). This is an annual reduction of xxx%. • The Council propose to set targets based on a xxx% annual reduction in KSI's until 2013 (e.g. xxx KSI's in 2013). Then an xxx% (total) reduction between 2013 and 2020 (e.g. xxx KSI's in 2020). The 2026 target will be revised in the next Delivery Plan period, and targets will be set out to 2026. Of note is that a target of xx KSI's by 2020 achieves the DfT target of a 33% reduction in KSI's by 2020 (based on 2004 – 2008 average). • As of 2008 Brent had the xxx lowest rate of KSI's in London (xx KSI's based on a 3-year rolling average). This compares with neighbouring boroughs rates: xxx (xx), xxx (xx), xxxx (xx), and xxx (xxx). Brent's 3-year rolling average dropped further in 2009 to xxx; Brent may now have the lowest KSI rate in London. • As KSI rates get lower it becomes more difficult and costly to achieve ongoing reductions; as such it is not considered realistic to continue to achieve significant annual casualty reductions (i.e. at the rates seen since 2002). • Given Brent's low KSI rate when compared to other London Borough's, the difficulties this presents for significant ongoing reductions, and likely funding reductions, a 3.0% annual reduction in KSI's is seen as an ambitious and realistic target. <p><u>Total Casualties</u></p> <ul style="list-style-type: none"> • Brent has achieved a xxxx% reduction in total casualties between 2002 and 2009 (xxx casualties in 2002 and 420 in 2009; based on 3-year rolling averages). This is an annual reduction of 4.3%. • Brent has achieved a xxx% reduction between 2006 and 2009 (based on 3-year

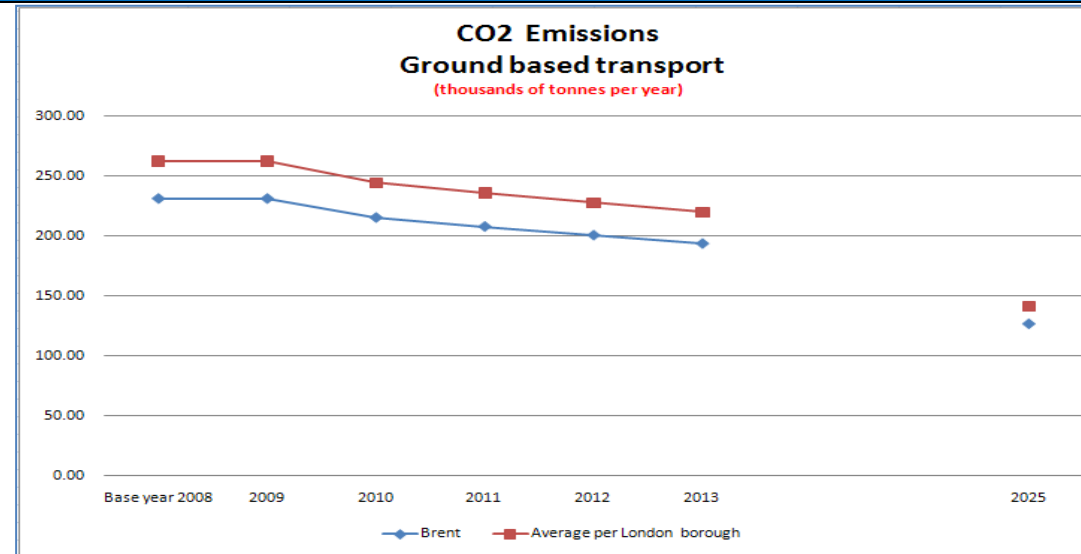
	<p>rolling averages). This is an annual reduction of xxx%.</p> <ul style="list-style-type: none"> • The Council propose to set targets based on a xxx% reduction in total casualties per year until 2013 (e.g. xxx casualties in 2013). Then a xxx% (total) reduction between 2013 and 2020 (e.g. xxx casualties in 2020). The 2020 target will be revised in the next Delivery Plan period, and targets will be set out to 2026. • As of 2008 Brent had the xxx nd/rd lowest rate of total casualties in London (xxx casualties based on a 3-year rolling average). This compares with neighbouring boroughs rates: xxx (xxx), xxx (xx), xxx (xxx), and xxx (xxx). • As casualty rates get lower it becomes more difficult and costly to achieve ongoing reductions; as such it is not considered realistic to continue to achieve significant annual casualty reductions (i.e. at the rates seen since 2002). • Given Brent's low casualty rate when compared to other London Borough's, the difficulties this presents for significant ongoing reductions, and likely funding reductions, a xxx% annual reduction in total casualties is seen as an ambitious and realistic target.
Key actions for the Council	<ul style="list-style-type: none"> • As casualties in Brent mainly occur on the strategic highway network, and there are no clear casualty 'hotspots', the best approach is to improve safety for users of the strategic highway network. The most effective way to approach this is to implement recommendations from the Council's main road corridor investigations. • Improve safety on strategic walking routes; including ongoing audit program; • Improve safety on strategic cycling routes; • Improve pedestrian and cyclist safety at busy road crossings; • Improve safety for vulnerable road users; • Road safety education and awareness; • Cycle training.
Principle risks and how they will be	<ul style="list-style-type: none"> • Delays to the implementation of schemes to improve road user safety. The Council will manage this risk by ensuring the risks of delivering schemes are considered. The Council has a good history of delivering schemes on time. • Funding reductions from TfL borough LIP allocation, and/or a reduction in

managed	<p>funding from other potential sources (e.g. Major schemes funding, Council funding). Impact of risk cannot be fully managed; however the Council can ensure funding is prioritised towards schemes that will have the greatest contribution to improving safety (particularly vulnerable users).</p> <ul style="list-style-type: none"> • Unforeseen trends - for no specific reason there is a year (or more) of high casualty rates in Brent e.g. high rates of driver or pedestrian error not due to conditions. This risk will be managed by continuing ongoing road safety awareness activities. • An increase in walking and cycling rates could increase the number of casualties in the borough, as these modes are more vulnerable to injuries (casualties) due to accidents. This can be partly mitigated by targeted infrastructure (e.g. segregated cycle lanes, pedestrian crossings) to protect vulnerable road users on busier roads and road safety education campaigns aimed at drivers and vulnerable road users. • The increased uptake of electric vehicles could lead to a period of increased road accidents while road users are not accustomed to reduced noise levels. This can be partly mitigated by road safety education work to raise awareness of electric vehicles amongst all road users but particularly placing onus of responsibility on EV drivers to be aware that other road users will react to them differently than in traditional cars.
Keep progress against targets under review and address areas of over or under performance	<ul style="list-style-type: none"> • Review casualty trends/numbers and causes annually. • Investigate casualty plots for any 'hotspots', if such clusters exist then implement safety improvements in that location. • Review the type of safety improvements and locations of safety improvements we are investing in e.g. cycle lanes on main roads, pedestrian crossings. • Re-evaluate the level of funding allocated to safety improvements.

Casualty Category	Base 1994 - 1998	Average 2002-2004	Average 2003-2005	Average 2004-2006	Average 2005-2007	Average 2006-2008	Average 2007-2009	Change from Base 1994-98 to Ave 2007-09
Number of KSI casualties	244	176	157	129	110	101	99	-60%
Number of Children KSI	42	23	20	17	13	13	12	-71%
Number of Pedestrians KSI	85	56	47	40	38	44	41	-51%
Number of Pedal Cyclists KSI	18	9	10	8	7	5	4	-76%
Number of Powered Two- Wheelers KSI	25	31	28	24	23	21	22	-12%
Number of Slight Casualties	1361	1174	1091	980	876	764	728	-47%

CO₂ emissions from ground-based transport in Brent

Target trajectory



Year	Base year 2008	2009	2010	2011	2012	2013			2025
Brent	231.00	231.00	215.17	207.67	200.43	193.44			126.36
Average per London borough	262.52	262.52	244.53	236.00	227.78	219.83			141.23

Link between target, LIP objectives, and Delivery

- **LIP Objectives: 1, 2, 3, 4, 5, 6, 7 and 10.**
- **Delivery Plan:**
 - There are many actions in the Delivery Plan that focus on encouraging sustainable modes of transport, and encouraging the uptake of low emissions

Plan	<p>vehicles.</p> <ul style="list-style-type: none"> — annual funding for electric vehicle charging point provision (although the majority of electric vehicle charging points will be provided through other means e.g. planning obligations).
Evidence that the target is ambitious and realistic	<p>The Council's total CO₂ emissions from ground-based transport in 2008 were xxx tonnes. The Council has set a target of reducing CO₂ emissions from ground-based transport to xxx tonnes by the end of 2013, and xxxx tonnes by 2025.</p> <p>Brent achieved a xxx% annual reduction in CO₂ emissions between 2005 and 2008. The boroughs target of xxx tonnes in 2013 is based on the continuation of the xxx% annual reduction in CO₂ emissions. This is seen as an ambitious target for the following reasons:</p> <ul style="list-style-type: none"> • It is based on past performance. • Reduction in CO₂ emissions will be achieved through 2 key mechanisms: 1) reductions in total vehicle kilometres and 2) reductions in vehicle emissions. <ul style="list-style-type: none"> — xxx is the xxx London borough, yet according to the TfL LIP Benchmarking Tool 2010 Brent has xxx highest vehicle kilometres in London. This is due to a number of factors including relatively poor rail based transport and high volumes of through traffic (mainly due to the North Circular). The poor orbital public transport links (Wembley-Park Royal-Ealing) and CO₂ emissions from through traffic are beyond the Council's control. — It is likely that total vehicle kilometres in Brent will increase during the Monitoring Plan period (until 2013/2014) due to: 1) funding reductions will result in decreased investment in sustainable modes of transport. 2) Brent's population is predicted to increase by xxxx% by 2018. — Brent does not fully reap the benefits of LEZ restrictions on vehicle emissions

	<p>as the LEZ does not cover large and highly trafficked areas of the borough. This exasperates the concerns regarding total vehicle kilometres.</p> <p>— Given the points above, Brent will be primarily reliant on the uptake of low emission vehicles to achieve reductions in CO₂ emissions. The uptake of these vehicles is largely beyond the Councils control, being heavily dependent on wider public and private sector initiatives to advance clean vehicle technologies and encourage uptake. It is unlikely that there will be a switch to cleaner vehicles during the initial Monitoring Plan period that will enable considerable reductions in CO₂ emissions from the vehicle fleet. However, the Council is optimistic that low emission vehicles will become cheaper and more accessible in the longer term, which will enable greater reductions in vehicle emissions to be achieved between 2014 and 2025. As such the longer term targets set by the Mayor (2025) are seen as more achievable.</p>
Key actions for the Council	<ul style="list-style-type: none"> • Promote sustainable transport modes (walking, cycling, and public transport) e.g. public realm improvements, cycle lanes, bus priority, train station access, travel plans. • Provision of electric vehicle charging points (and if applicable charging/fuelling infrastructure for other alternative fuelled vehicles). • Increase Car Club bays and membership • The Council will lobby TfL to ensure bus routes servicing Brent are priorities for the roll out of low emission buses (<i>this is important given Brent's reliance on the bus network</i>). • The Council will promote and raise awareness of fuel efficient driving techniques (e.g. through workplace travel plans and general promotional activities). • Encourage remote accessing of work (through travel plans). • Implement emissions based parking charges following consultation in Autumn/Winter 2010/11.
Principle risks and	<ul style="list-style-type: none"> • Funding restrictions and further reductions from TfL borough LIP allocation, and/or a reduction in funding from other potential sources (e.g. Major schemes

<p>how they will be managed</p>	<p>funding, Council funding), resulting in delays/ limitations in implementation of schemes to achieve modal shift, reduce traffic levels, and increase the uptake of low emission vehicles. This risk of reduced funding is beyond the control of the Council. However risk can be managed by prioritising funding towards schemes that will have most impact on achieving targets (although schemes that only address climate change and not other transport objectives will receive lower priority e.g. electric charging points).</p> <ul style="list-style-type: none"> • The uptake of low emission vehicles is slower than expected (i.e. factors outside the control of the Council such as lack of private sector, government, and other authorities' efforts to promote low emission vehicles). This risk is beyond the direct control of the Council it can be managed to some extent by prioritising schemes that achieve modal shift and reduce vehicle kilometres. • An increase in the borough's total vehicle kilometres. This risk is largely beyond the control of the Council but can be controlled to some extent through managing the demand for car travel by promoting sustainable transport modes and ensuring new development is located in areas with good public transport accessibility.
<p>Keep progress against targets under review and address areas of over or under performance</p>	<ul style="list-style-type: none"> • Review CO₂ emissions data annually. • Review the levels of walking, cycling, and bus use annually; are levels achieving performance targets? How can we increase uptake of these modes? • Review the mode share of cars and vehicle kilometres annually; is it increasing? Why? • Review the uptake and preferences towards alternatively fuelled vehicles. Is electric vehicle charging point provision satisfying demand/desires? • Re-evaluate the level of funding allocated to initiatives to reduce CO₂ emissions. • Consider the type of initiatives being used to reduce CO₂ emissions.

Core Indicator Summary

Borough:

Brent

Core indicator	Definition	Year type	Units	Base year	Brent		Base year value	Target year	Target year value	Trajectory data				Data source
						Ave per London Borough				2010	2011	2012	2013	
Mode share of residents	% of trips by walking	Annual	%	Ave 2006/2007 to 2008/09	31	31	31.00	2013	31.40	2010	2011	2012	2013	LTDS (Travel in London report 2) - from 2006/07. Only one set of figures is available.
Mode share of residents	% of trips by cycling / no of trips	Annual	%	Ave 2006/2007 to 2008/09	1	2	1.00	2013	1.10	2010	2011	2012	2013	Specify LTDS or borough's own screenline counts. (Travel in London report 2)
Bus service reliability	Excess wait time in mins EWT	Annual	Mins (%)	2008/2009	1.21	1.13	1.21	2013	1.21	2010	2011	2012	2013	iBus. (Travel in London report 2)
Asset condition - principal roads	% length in need of repair (Detailed Visual Inspection survey)	Annual	%	2008	11	9	11.00	2013	9.00	2010	2011	2012	2013	Detailed Visual Inspection (DVI) data supplied for each borough to TfL by LB Hammersmith and Fulham. (Travel in London report 2)
Road traffic casualties	Total number of people killed or seriously injured	Annual	Number (%)	2006 to 2008 average	101	114	101.00	2013	97.00	2010	2011	2012	2013	London Road Safety Unit.
Road traffic casualties	Total number of people injured	Annual	Number (%)	2006 to 2008 average	865	872	865.00	2013	845.00	2010	2011	2012	2013	London Road Safety Unit.
CO2 emissions	CO2 emissions -Total groundbased transport	Annual	Tonnes/year	2008	231	262.52	231.00	2013	193.44	2010	2011	2012	2013	Setting Targets for Second Round LIPS - Final v1.1. GLA's London Energy and Greenhouse Gas Emissions Inventory (LEGGI). (Travel in London report 2) (2025 target =126.36)

Please note: The effect that proposed Major Schemes in Brent will have on these targets is outlined in the Delivery Plan (refer to [table XX](#)).

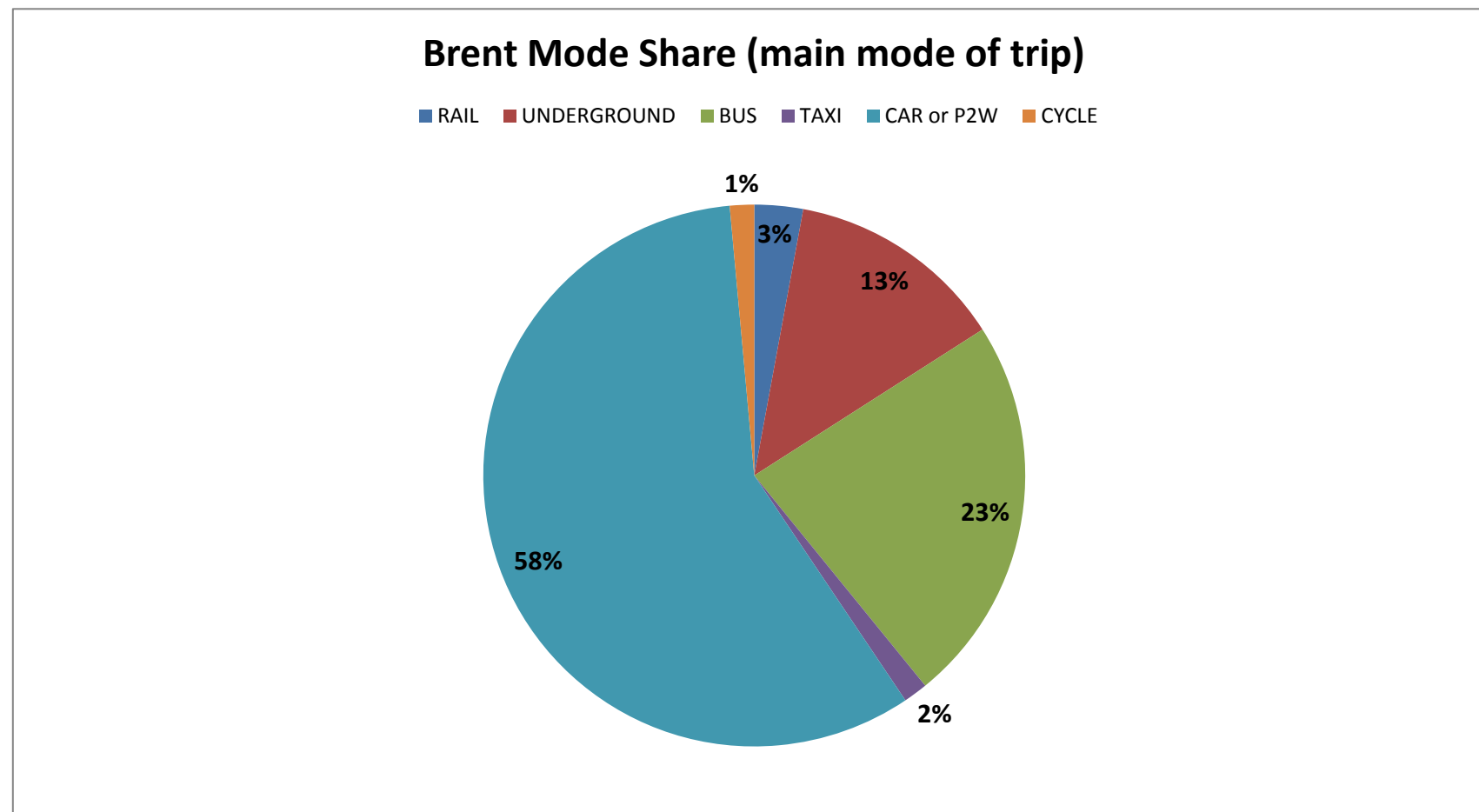
This indicator monitors the proportion of the principal road carriageway where maintenance should be considered and is based on Detailed Visual Inspection survey data.

LIP mandatory indicator: Mode share			
Is this based on an existing National Indicator?			No
Has this been used as an indicator for LIPs 1?			Yes
Rationale	This indicator monitors the proportion of personal travel made by each mode. This gives a broad indication of the general travel behaviour of households within a given borough.		
Definition	<p>Proportion of travel by main mode. These modes are categorised as follows:</p> <ul style="list-style-type: none"> Foot Cycle Powered two-wheeler Car Taxi Bus/coach Other (eg rail, Tube) <p>If a trip is made by more than one mode (for example a trip to work which involves cycling from home to the station, taking the Tube to central London and walking from the station to work), the main mode is the one which is used to cover the greatest distance.</p> <p>For the purpose of clarity, a separate category for 'means other than the car' will be reported representing the cumulative total of all modes excluding the car. It should be noted that modes with a small share are subject to a high degree of random variation at the individual borough level.</p> <p>The reported data is based on trip origin for London residents within a given borough, rather than residence.</p> <p>Data will be reported as a three-year average, representing the three years up to the current one. Therefore, while data will be published each year, comparisons will only be made at the end of each three-year period.</p>		
Worked example	<p>Of a sample size of 800, 231 people began their trips by foot.</p> $\frac{231}{800} * 100 = 28.9 \text{ per cent}$ <p>The trip origin travelling by foot is therefore 28.9 per cent</p>		
Good performance	Measured by a maintenance or increase in the share of non-car modes. The level of any increase needed to demonstrate good performance will depend on an individual authority's target.		
Collection interval	Annual	Data source	London Travel Demand Survey
Return format	%	Decimal places	One
Reporting organisation	All background data will be collected and reported by TfL.		
Further guidance	Boroughs are required to set targets on walking mode share and cycling mode share / levels. Boroughs may choose whether to set a cycling target based on (1) an increase in cycling levels based on their own data (eg screenline counts) or (2) an increase in cycling mode share based on LTDS data. In both cases it should be recognised that there are issues with the representativeness of the data.		

Table XX - Londoners' trips by borough of origin, trips per day and shares by main mode, average day (7-day week) 2006/07 to 2008/09
Three-year average data showing mode share for London residents for trips originating in borough. From TfL's London Travel Demand Survey.

	Percentage of trips by main mode								
	Trips per day (000s)	Rail	Under-ground /DLR	Bus/ tram	Taxi/ Other	Car/ motor-cycle	Cycle	Walk	All modes
Camden	717	5%	16%	15%	2%	19%	3%	39%	100%
City of London	242	19%	27%	7%	3%	6%	3%	35%	100%
Hackney	388	3%	5%	27%	2%	23%	3%	37%	100%
Hammersmith & Fulham	453	2%	15%	16%	2%	24%	4%	37%	100%
Haringey	451	2%	9%	21%	1%	34%	2%	31%	100%
Islington	468	5%	11%	23%	1%	17%	3%	40%	100%
Kensington & Chelsea	521	1%	13%	14%	3%	25%	4%	40%	100%
Lambeth	526	7%	9%	21%	1%	31%	3%	29%	100%
Lewisham	448	7%	2%	20%	1%	39%	2%	30%	100%
Newham	519	2%	8%	15%	2%	34%	1%	38%	100%
Southwark	531	6%	7%	21%	1%	31%	3%	32%	100%
Tower Hamlets	503	4%	17%	15%	1%	21%	2%	40%	100%
Wandsworth	593	6%	6%	16%	2%	36%	3%	31%	100%
Westminster	1,162	7%	20%	15%	3%	14%	3%	38%	100%
Inner London	7,523	5%	12%	17%	2%	25%	3%	36%	100%
Barking & Dagenham	309	2%	5%	15%	1%	40%	1%	37%	100%
Barnet	800	1%	5%	11%	1%	53%	1%	29%	100%
Bexley	369	4%	0%	9%	1%	60%	1%	25%	100%
Brent	596	2%	7%	15%	1%	42%	1%	31%	100%
Bromley	727	5%	0%	9%	1%	56%	1%	28%	100%
Croydon	681	5%	0%	16%	1%	52%	1%	24%	100%
Ealing	628	1%	8%	14%	1%	48%	1%	27%	100%
Enfield	572	2%	3%	15%	1%	50%	0%	28%	100%
Greenwich	393	5%	3%	17%	1%	46%	1%	27%	100%
Harrow	430	1%	6%	10%	0%	52%	1%	30%	100%
Havering	469	4%	2%	12%	1%	60%	1%	20%	100%
Hillingdon	640	1%	5%	12%	2%	54%	2%	25%	100%
Hounslow	508	3%	4%	15%	1%	47%	3%	29%	100%
Kingston upon Thames	415	5%	0%	11%	1%	48%	2%	33%	100%

Merton	445	5%	4%	11%	1%	44%	1%	33%	100%
Redbridge	539	2%	5%	10%	0%	53%	1%	28%	100%
Richmond upon Thames	450	6%	2%	11%	1%	44%	4%	32%	100%
Sutton	370	4%	1%	11%	1%	58%	1%	25%	100%
Waltham Forest	429	2%	7%	13%	1%	43%	1%	32%	100%
Outer London	9,772	3%	4%	13%	1%	50%	1%	28%	100%
Greater London	17,294	4%	7%	15%	1%	39%	2%	31%	100%



BUS SERVICE RELIABILITY.

Description: 'Excess wait time' for all 'high frequency' services running through the borough.

LIP mandatory indicator: Bus service reliability	
Is this based on an existing National Indicator?	No
Has this been used as an indicator for LIPs 1?	Yes - excess wait time (EWT) for high frequency services considered previously
Rationale	This indicator has been developed to take account of the Mayoral priority of improving public transport reliability, as set out in the MTS. Local authorities have a significant role to play in improving bus service reliability, particularly in terms of the management of their road network and providing bus priority measures on borough roads.
Definition	EWT (eg the excess waiting time experienced by passengers over and above what might be expected of a service that is always on time) for all high frequency services running within a particular borough. This indicator uses iBus data, which is based on a number of EWT measurement points located within each borough. The number of measurement points varies by borough. The data is based on the 'whole route' (which may include sections in other boroughs) to the timing point at which the EWT measurement is taken. High frequency services are those which have a frequency of five or more buses per hour. Low frequency services (fewer than five buses per hour) are not considered as part of this indicator.
Worked example	In 2007/08 the EWT for high frequency services in a London borough was 2.17. For 2008/09 the figure was 2.06. $\frac{2.17 - 2.06}{2.17} * 100 = 5.1 \text{ per cent}$ The total reduction in EWT from 2007/08 to 2008/09 is 5.1 per cent.
Good performance	Measured by a maintenance or increase in the average reliability of all bus services. The level of any increase needed to demonstrate good performance will depend on an individual authority's target.
Collection interval	Annual
Return format	EWT
Reporting organisation	All background data will be collected and reported by TfL.
Further guidance	The EWT of any service at any given measurement point will inevitably reflect accumulated delays on the whole route (in some cases on sections of the route running outside of the borough in question). In practice local authorities will be required to work together and with TfL to achieve the best results.

Table XX - Bus service reliability indicator: mean excess waiting time by borough, 1999/2000 and 2008/09
Data from TfL's iBus system.

	1999/2000 EWT	2008/2009 EWT	Percentage change
Barking & Dagenham	1.60	1.13	-29%
Barnet	2.10	1.02	-51%
Bexley	1.48	1.08	-27%
Brent	2.26	1.21	-46%
Bromley	1.88	1.04	-45%
Camden	2.33	1.25	-46%
City of London	2.31	1.27	-45%
Croydon	1.96	0.98	-50%
Ealing	2.13	1.15	-46%
Enfield	2.02	0.97	-52%
Greenwich	1.74	1.20	-31%
Hackney	2.16	1.28	-41%
Hammersmith & Fulham	2.44	1.10	-55%
Haringey	2.12	1.02	-52%
Harrow	2.00	1.00	-50%
Havering	1.33	0.95	-29%
Hillingdon	2.15	0.99	-54%
Hounslow	1.96	1.01	-48%
Islington	2.13	1.17	-45%
Kensington & Chelsea	2.51	1.18	-53%
Kingston upon Thames	1.81	0.95	-48%
Lambeth	2.34	1.20	-49%
Lewisham	2.21	1.21	-45%
Merton	2.08	1.03	-50%
Newham	1.84	1.16	-37%
Redbridge	1.90	1.23	-35%
Richmond upon Thames	1.96	1.06	-46%
Southwark	2.28	1.20	-47%
Sutton	1.87	0.92	-51%
Tower Hamlets	2.08	1.35	-35%
Waltham Forest	1.76	1.19	-32%

Wandsworth	2.32	1.07	-54%
Westminster	2.35	1.25	-47%
Greater London	2.07	1.13	-45%

ROAD TRAFFIC CASUALTIES.

Description: *The total number of people killed or seriously injured and total number of casualties as a result of collisions in the borough whereby the emergency services attended the incident.*

LIP mandatory indicator: Road traffic casualties	
Is this based on an existing National Indicator?	Yes - NI 47
Has this been used as an indicator for LIPs 1?	Yes - previously split into: Overall killed or seriously injured (KSI) Pedestrian KSIs Cyclist KSIs Motorcyclist KSIs Child KSIs Overall slight casualties
Rationale	In recent years the number of casualties from road traffic collisions have fallen significantly, however there is still much progress to make. Local authorities can play a significant role in improving road safety, for instance through implementing engineering measures and educating road users.
Definition	This indicator monitors (1) the total number of KSIs from road traffic accidents and (2) total casualties. Data is reported as (1) the percentage change in KSIs and (2) the total number of casualties during the calendar year compared to the previous year. Figures are based on a three-year rolling average, up to the current year. Therefore while data will be published each year, comparisons will only be made at the end of each three- year period. Includes all road traffic accident casualties in an authority's area on public roads. This covers roads that are not the authority's direct responsibility, such as motorways, trunk roads and the TLRN. The definitions of 'killed' and 'seriously injured' are given in the DfT's document 'Road Casualties Great Britain and Stats 20 - Instructions for the Completion of Road Accident Reports' available at: www.dft.gov.uk/pgr/statistics/datatablespublications/accidents/casualtiesbar/stats20instructionsforthecom5094 . The total number of casualties is based on KSIs and slight casualties.
Worked example	In 2007 a London borough had 74 road traffic KSIs. For 2005 and 2006 the figures were 80 and 78 respectively. Total KSIs for 2005/2006/2007 = 232 So three-year rolling average (a) = $232/3 = 77.3$ In 2010 the same borough had 70 road traffic KSIs. For 2008 and 2009 the figures were 75 and 71 respectively. Total KSIs for 2008/2009/2010 = 216 So three-year rolling average (b) = $216/3 = 72$ $\frac{72 - 77.3}{77.3} * 100 = -7.4$ per cent 72 The difference in KSIs between 2007 and 2010, based on a three-year rolling average, is therefore -7.4 per cent
Good performance	This is typified by a positive percentage change. Poor performance will return a negative figure suggesting an increase in KSIs from traffic accidents, compared with the previous three-year rolling average. The level of change needed to demonstrate good performance will depend on an individual authority's target.

Casualty Category	Base 1994-1998	2010 Target	2008	2009	% Red'n	Base 2004-2008	2017 Target	% Red'n
No KSI Casualties	224	146	97	101	55%	116	58	13%
No Child KSI	42	21	13	11	74%	15	N/A	27%
No. Ped KSI	85	51	49	35	59%	42	N/A	17%
No. Cycle KSI	18	11	3	4	78%	6	N/A	33%
No. PTW KSI	25	15	14	27	-8%	22	N/A	-23%
No. Slight Casualties	1361	1225	688	748	45%	875	N/A	15%
Total Casualties	1585	1371	785	849	46%	991	N/A	14%

The Table above shows that all road casualty category targets were met with the exception of power two wheelers (PTW). It is noted that the PTW target was met the previous year, however the average over the previous 5 years suggests that the 2009 statistic gives a truer account of the situation. Again, with the exception of PTW's, the remaining 2017 targets are well on the way to being met. Figure 4.1 however shows that the trend of continuous reduction in KSIs over time has flattened out over the last couple of years. This illustrates the importance of road safety in taking the LIP-2 proposals forward.

Figure 4.1 – Trends in KSI Data Since 2002

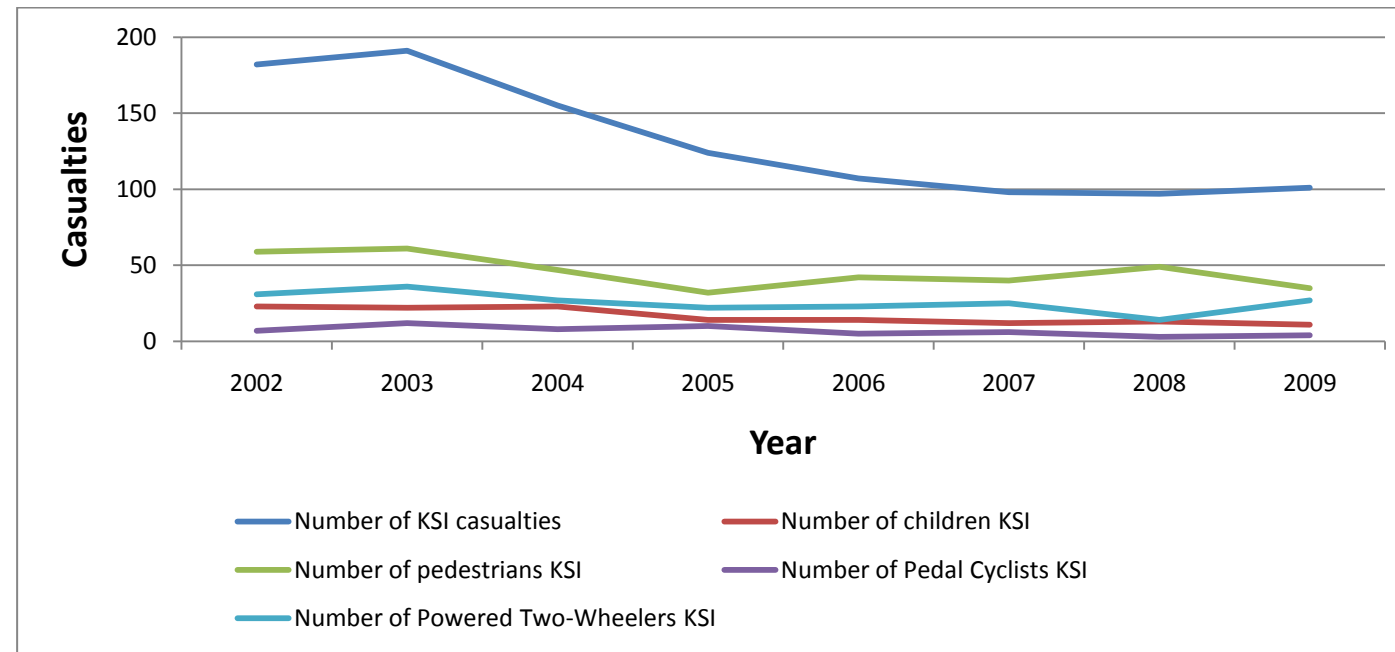


Table XX - Road casualties, number of people killed or seriously injured in road traffic accidents by borough, 2006 to 2008
Data from TfL's London Road Safety Unit, using the 'STATS 19' form.

London borough	Year						% change from 1994-1998 average to 2008
	1994-1998 average	2006	2007	2008	2006 to 2008 average	2007 to 2008	
Barking & Dagenham	150	67	60	63	63	5%	-58%
Barnet	268	147	158	136	147	-14%	-49%
Bexley	146	103	105	73	94	-30%	-50%
Brent	244	107	98	97	101	-1%	-60%
Bromley	241	163	143	140	149	-2%	-42%
Camden	249	123	105	123	117	17%	-51%
City of London	64	61	48	51	53	6%	-21%
Croydon	246	149	158	132	146	-16%	-47%
Ealing	287	147	137	113	132	-18%	-61%
Enfield	235	135	98	85	106	-13%	-64%
Greenwich	200	122	130	126	126	-3%	-37%
Hackney	208	117	127	162	135	28%	-22%
Hammersmith & Fulham	149	133	103	94	110	-9%	-37%
Haringey	160	117	78	80	92	3%	-50%
Harrow	121	58	55	52	55	-5%	-57%
Havering	211	120	129	84	111	-35%	-60%
Hillingdon	255	110	116	107	111	-8%	-58%
Hounslow	226	146	103	102	117	-1%	-55%
Islington	185	81	112	75	89	-33%	-60%
Kensington & Chelsea	170	114	120	113	116	-6%	-34%
Kingston upon Thames	124	77	49	65	64	33%	-48%
Lambeth	312	195	185	164	181	-11%	-48%
Lewisham	206	132	124	113	123	-9%	-45%
Merton	130	74	62	64	67	3%	-51%
Newham	189	75	105	88	89	-16%	-54%
Redbridge	187	98	96	83	92	-14%	-56%
Richmond upon Thames	135	103	76	64	81	-16%	-53%
Southwark	239	138	139	165	147	19%	-31%
Sutton	116	83	70	74	76	6%	-36%
Tower Hamlets	186	124	151	146	140	-3%	-22%

Waltham Forest	169	100	92	104	99	13%	-39%
Wandsworth	254	134	166	116	139	-30%	-54%
Westminster	408	293	286	272	284	-5%	-33%
Greater London	6,684	3,946	3,784	3,526	3,752	-7%	-47%

CO₂ Emissions.

LIP mandatory indicator: CO2 emissions			
Is this based on an existing National Indicator?			No
Has this been used as an indicator for LIPs 1?			No
Rationale	CO2 is a primary cause of climate change. This is a new indicator based on the Mayoral commitment to reduce emissions of CO2 in London by 60 per cent from 1990 levels, by 2025.		
Definition	Tonnes of CO2 emanating from ground-based transport, per year. Where applicable this includes emissions emanating from trunk roads, motorways, railways and airports (ground-based aviation). This indicator is based on the GLA's London Energy and Greenhouse Gas Emissions Inventory (LEGGI Inventory). It is considered more comprehensive and therefore more applicable to London than DECC's national inventory.		
Principal sources of emissions from ground-based transport, 2006	Source: Travel in London Report Number 1, 2009		
Good performance	Measured by a reduction in the level of CO2 emitted. The level of any reduction needed to demonstrate good performance will depend on an individual authority's target.		
Collection interval	Approximately annual	Data source	GLA LEGGI Inventory
Return format	Tonnes of CO2	Decimal places	None
Reporting organisation	All background data will be collected and reported by TfL.		
Further guidance	For London authorities, consideration is being given to using the LEGGI Inventory for the purpose of reporting against NI 186 (per capita reduction in CO2 emissions in the local authority area).		

Table XX - CO2 emissions by borough: principal sources and per capita emissions for resident population, 2008

Data from GLA's London Energy and Greenhouse Gas Inventory (LEGGI). This is planned to be updated on an approximately annual cycle. The data underpinning this indicator differs from that specified for National Indicator NI 186 in that the LEGGI inventory provides more detailed and appropriate data for use by London boroughs in the context of the implementation of the Mayor's Transport Strategy.

	Non-transport	Road transport	Ground-based aviation	Other transport	Total emissions	Total ground-based transport	Population ('000s)	Total tonnes per capita	Ground based transport tonnes per capita
Barking & Dagenham	682	150	-	7	839	157	169	5.0	0.9
Barnet	1,252	385	0.2	17	1,654	402	332	5.0	1.2
Bexley	917	220	5.9	6	1,149	232	223	5.2	1.0
Brent	1,114	213	0.2	18	1,345	231	271	5.0	0.9
Bromley	1,096	276	1.5	5	1,379	283	303	4.6	0.9
Camden	1,251	156	-	16	1,423	172	236	6.0	0.7
City of London	1,176	48	-	0	1,224	48	8	153.0	6.0
Croydon	1,291	263	0.3	6	1,560	269	342	4.6	0.8
Ealing	1,194	290	47.0	57	1,588	394	309	5.1	1.3
Enfield	1,178	333	0.1	3	1,514	336	288	5.3	1.2
Greenwich	834	217	3.1	3	1,057	223	223	4.7	1.0
Hackney	721	129	-	3	852	131	212	4.0	0.6
Hammersmith & Fulham	980	139	0.5	16	1,135	155	172	6.6	0.9
Haringey	807	158	-	5	971	164	226	4.3	0.7
Harrow	771	152	0.3	7	930	159	216	4.3	0.7
Havering	848	344	3.8	8	1,203	355	230	5.2	1.5
Hillingdon	1,523	387	1,134.3	42	3,086	1,563	253	12.2	6.2
Hounslow	1,182	312	41.8	2	1,538	356	223	6.9	1.6
Islington	1,067	126	-	4	1,197	130	191	6.3	0.7
Kensington & Chelsea	972	114	0.6	12	1,098	126	180	6.1	0.7
Kingston	532	175	-	2	709	177	160	4.4	1.1
Lambeth	1,026	176	-	5	1,206	180	275	4.4	0.7
Lewisham	896	189	-	7	1,092	196	262	4.2	0.7
Merton	736	161	-	3	900	164	201	4.5	0.8
Newham	1,110	192	36.8	6	1,345	235	250	5.4	0.9
Redbridge	767	263	0.0	3	1,032	266	258	4.0	1.0

Richmond	821	197	96.7	1	1,116	295	180	6.2	1.6
Southwark	1,776	222	0.8	4	2,002	227	278	7.2	0.8
Sutton	631	120	0.0	0	752	121	188	4.0	0.6
Tower Hamlets	2,090	204	11.4	3	2,308	218	221	10.4	1.0
Waltham Forest	773	175	-	2	950	177	223	4.3	0.8
Wandsworth	1,071	209	-	6	1,286	214	284	4.5	0.8
Westminster	2,967	294	1.5	12	3,275	307	236	13.9	1.3
Greater London	36,053	6,986	1,387	289	44,715	8,662	7,623	5.9	1.1

LIP mandatory indicator: Asset condition			
Is this based on an existing National Indicator?			No
Has this been used as an indicator for LIPs 1?			Yes
Rationale	This indicator monitors the proportion of principal road carriageway where maintenance should be considered. This is a significant indicator of the state of the highways asset.		
Definition	<p>The indicator measures the percentage of the local authority's Principal Road Network (PRN), for instance, strategic borough roads, where maintenance should be considered. The performance indicator is derived from DVI data supplied to TfL for each borough by the London Borough of Hammersmith & Fulham. It is considered that this data is more comprehensive and therefore more applicable to London than SCANNER (Surface Condition Assessment for the National Network of Roads) data as used for the purpose of NI 168 (principal roads where maintenance should be considered).</p> <p>Results are surveyed for all of the network, in both directions. For any given length of road, data from either the current financial year or the previous one may be used. All road surface types should be included. Where it is not physically possible to survey all parts of the network, rounded-up figures from shorter surveys (at least 90 per cent of the total requirement) will be used.</p>		
Good performance	This is typified by a low percentage. A reduction in levels represents improvement. The level of any change needed to demonstrate good performance will depend on an individual authority's target.		
Collection interval	Annual surveys, taken at any point in the financial year.	Data source	Each highway authority reports on the network for which it is responsible.
Return format	%	Decimal places	None
Reporting organisation	All background data will be collected by the London Borough of Hammersmith & Fulham and is reported by TfL.		
Further guidance	The specification of survey requirements, procurement arrangements and accreditation processes to be followed are given in the UKPMS specifications, published by the UK Roads Board and available at www.ukroadsliaisongroup.org or www.ukpms.com		

Table XX - Highway Asset Condition

This indicator monitors the proportion of the principal road carriageway where maintenance should be considered and is based on Detailed Visual Inspection survey data. Appendix B – Borough Local Implementation Plan (LIP) performance indicators

London Borough	Year				
	2004	2005	2006	2007	2008
Barking & Dagenham	7	3	3	2	2
Barnet	7	7	4	4	3
Bexley	14	12	7	7	5
Brent	11	9	7	6	6
Bromley	17	13	9	7	5
Camden	14	13	10	11	8
City of London	6	16	12	11	11
Croydon	4	3	2	2	2
Ealing	11	14	10	8	8
Enfield	13	12	9	8	7
Greenwich	9	11	8	6	5
Hackney	16	13	10	6	5
Hammersmith & Fulham	9	12	9	7	6
Haringey	8	7	6	6	5
Harrow	11	9	7	5	5
Havering	7	6	3	2	2
Hillingdon	10	6	5	4	4
Hounslow	3	4	3	3	3
Islington	17	13	10	10	7
Kensington & Chelsea	3	5	4	4	3
Kingston	3	2	2	2	2
Lambeth	14	16	13	13	8
Lewisham	8	9	6	6	6
Merton	9	7	5	4	3
Newham	8	8	6	4	3
Redbridge	8	5	4	2	2
Richmond	19	20	17	13	12
Southwark	15	17	12	13	12
Sutton	2	4	4	4	3
Tower Hamlets	6	14	11	12	7

Waltham Forest	15	12	9	7	5
Wandsworth	7	4	3	3	3
Westminster	3	3	4	3	3
Greater London	10.0	9.1	6.8	5.9	4.9