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Guidance on Developing the Second Local Implementation Plans



**Greater London Authority
May 2010**

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We can all think of small cities that are lovely to live in – tranquil, green and blessed with efficient public transport. We can also all think of big cities that are exciting global powerhouses – teeming with the noise, energy and ambition of millions of people. I want London to have the best of both worlds – to be the best big city on earth.

To realise this vision we need to work together to improve the way Londoners can move about their city. Local borough councils have a major role to play as they are often best placed to implement the local improvements that people want to see delivered. To get the best results boroughs need to have the freedom to genuinely address their own local priorities. To this end, we are leaving no stone unturned in slashing through restricting red tape to allow local innovation and initiative to flourish.

We are setting in motion a cycle revolution in London – with a landmark cycle hire scheme and the creation of Biking Boroughs to support a step-change in the number taking to two wheels. We are smoothing traffic flow and tackling the scourge of unnecessary roadworks, funding cleaner green forms of transport including electric vehicles, and are radically improving London's great outdoor spaces.



In each case, co-operation between London's various levels of government is essential. Together we can achieve a genuine improvement for people across every part of our great city.

A handwritten signature in black ink, which appears to read 'Boris Johnson'.

Boris Johnson
Mayor of London

This guidance, which is issued on behalf of the Mayor, sets out the requirements and available support for London boroughs producing their second Local Implementation Plans (LIPs).

The guidance has been produced in accordance with the 1999 Greater London Authority (GLA) Act, which requires each borough to prepare a LIP containing its proposals for the implementation of the Mayor's Transport Strategy (MTS) in its area.

The key objectives for the second round of LIPs, as reflected in this guidance, are to:

- Support boroughs in preparing LIPs which help achieve the goals of the MTS, while also being more locally relevant
- Provide boroughs with greater ownership of their own programmes and flexibility to reflect local circumstances
- Reduce resource burdens for both TfL and the boroughs, in terms of preparing, monitoring and reviewing LIP submissions
- Better enable transport to be integrated with wider economic, social and environmental objectives at a local level

The second round LIPs become effective from April 2011. Boroughs are required to submit their draft second LIPs to TfL by 20 December 2010.

Core requirements

All requirements, which are mandatory for second round LIPs, are included in this document, and are identified using the terminology 'boroughs are required to'¹. Where the guidance represents advice on good practice processes, the terminology 'boroughs are advised to' or 'boroughs are encouraged to' is used.

1. Boroughs are required to set out their proposals for implementing the MTS and the evolving sub-regional transport plans (SRTPs) at a local level, and include a high level timetable for delivery and a date by which all the proposals in the LIP will be implemented.

Boroughs are required to provide robust justification based on local circumstances where proposed borough interventions will contribute to outcomes which are contrary to the MTS goals and/or explain why they consider particular Mayoral goals are not applicable in their area.

Boroughs are not required to provide a detailed response to each of the Mayor's policies and proposals.

2. Boroughs are required to include the following components within their LIP:
 - An evidence-based identification of Borough Transport Objectives, covering the period 2011 to 2014 and beyond, reflecting the timeframe of the MTS

¹ The word 'required' is used in this document to indicate the minimum level of information that the Mayor considers necessary to allow him to judge whether a particular submitted LIP meets the requirements of the GLA Act 1999 in terms of content (s 145), consistency with the MTS (s 146(3)) and implementation following approval (s 151). This is done to provide clarity as to what is needed, and to save boroughs unnecessary time and expense in the LIP approval and monitoring process. These are matters where the Mayor might be minded to make a direction under s 153(1)(a) of the Act if the information concerned is not to be forthcoming, although no such formal direction(s) is actually made in this document.

- A costed and funded Delivery Plan of interventions², including a Programme of Investment covering the period 2011 to 2014, or longer for proposed Major Schemes. This should be consistent with boroughs' three-year funding allocations to be announced in 2010
- A Performance Monitoring Plan, identifying a set of locally specific targets which can be used to assess whether the LIP is delivering its objectives and to determine the effectiveness of the Delivery Plan

Boroughs are required to ensure that their second LIPs make a clear distinction between these three components. The Borough Transport Objectives should provide the context for, and determine, the Delivery Plan and the Performance Monitoring Plan.

Boroughs will be required to prepare a new Delivery Plan in 2013 for the period 2014/15 to 2016/17, or longer for proposed Major Schemes. They will also be required to update their targets to cover the period to 2016/17.

3. Within the Borough Transport Objectives section, boroughs are required to:
 - Set out the local context and geographical characteristics of their boroughs
 - Identify how they will work towards achieving the MTS goals of:
 - **Supporting economic development and population growth**

- **Enhancing the quality of life for all Londoners**
- **Improving the safety and security of all Londoners**
- **Improving transport opportunities for all Londoners**
- **Reducing transport's contribution to climate change, and improving its resilience**

- Identify a set of locally-specific LIP objectives which reflect Mayoral, sub-regional and local priorities
- Identify how the LIP objectives have been informed by an Equality Impact Assessment (EQIA), the borough's Disability Equality Duty and Network Management Duty, and the Strategic Environmental Assessment (SEA)
- Take account of the commitments outlined in TfL's Business Plan and Investment Programme

4. Within the Delivery Plan, boroughs are required to:

- Provide a high-level breakdown of the programme of investment by year (ie separately for 2011/12, 2012/13 and 2013/14) and by category. These categories could reflect corridors and neighbourhoods, smarter travel programmes, policy themes or outcomes. Principal road maintenance and bridge strengthening, and proposed Major Schemes, should be identified separately

² The term intervention is used here in a generic sense and refers to individual schemes, packages of complementary measures, revenue and policy-based initiatives covering all modes and a range of sizes and scale.

- Identify from where the required project funding would be resourced, including not only TfL LIP funding, but any other funding to be provided for LIP-related projects (which could include council capital and revenue funding, developer funding or government grants)
 - Identify which of the MTS goals and outcomes each programme category supports
 - Identify how delivery of the Mayor's high-profile outputs will be supported at the borough level
5. Boroughs planning to bid for Major Scheme funding are required to include the following information within their Delivery Plan:
- Outline details of Major Schemes being considered
 - The relative priority attached to those schemes
 - How they will be funded
 - Details of when a Major Scheme application is expected
 - How the proposed Major Schemes would contribute to LIP objectives and targets, including the impact on relevant targets and trajectories
6. Boroughs will be required to submit an Annual Spending Submission, similar to that submitted for the 2010/11 Transition Year. This will provide more detailed information on a packaged scheme basis. Within the Annual Spending Submission, boroughs are required to:
- Set out their overall approach or process for drawing up their annual programmes
 - Indicate which of the MTS outcomes each package of interventions supports plus, any impacts on Crossrail, the London 2012 Olympic and Paralympic Games and signal requirements
 - Identify how the interventions included will help to deliver the following high profile outputs:
 - **Cycle Superhighway schemes**
 - **Cycle parking**
 - **Electric vehicle charging points**
 - **Better Streets**
 - **Cleaner local authority fleets**
 - **Street trees**
7. Within the Performance Monitoring Plan boroughs are required to:
- Agree locally specific targets (with annual milestones or trajectories) for the following mandatory indicators (which relate to outcomes identified in the MTS): mode share; bus service reliability; asset condition; road traffic casualties; and carbon dioxide (CO₂) emissions. Interim targets should be set for 2013/14, with longer term targets identified for a future end date when the impact of sustained investment will have had a chance to take effect (eg 2020/21)
 - Demonstrate a clear link between their LIP objectives, their Delivery Plan and the proposed set of targets

- For each target, provide evidence that it is both ambitious and realistic, given indicative funding levels; identify key actions needed to achieve the target; and identify the principal risks to target achievement and how these will be managed
- Outline how they propose to keep progress against targets under review and address areas of over or under-performance

Boroughs will be required to update their interim targets in 2013 to cover the period to 2016/17.

Consultation

8. Boroughs are required to consult with the following organisations when preparing their LIP:
 - The relevant Commissioner or Commissioners of Police for the City of London and the Metropolis
 - TfL
 - Organisations that represent disabled people, if the council considers it appropriate
 - Each other London borough council whose area is, in the opinion of the council preparing the LIP, likely to be affected by the plan
 - Any other person required by the Mayor to be consulted

Boroughs are required to provide evidence that all statutory consultees have been consulted during the LIP preparation and formal statutory consultation period, and demonstrate how their views have been taken into account. Other organisations/groups that have been consulted should also be identified.

Approval of LIPs

TfL, on behalf of the Mayor, will review boroughs' LIPs to ensure that these core requirements have been adhered to. LIPs which meet these requirements will be recommended for formal approval by the Mayor.

Annual reporting

Boroughs will be required to report on annual spend by category, and on the number of each type of intervention and Mayoral high profile output delivered. This will replace the need for bi-monthly reporting and will enable the Mayor and TfL to monitor delivery across all London boroughs.

Three-Year Impact Report

At the end of the second LIP period in 2014, boroughs will be required to prepare and publish a Three-Year Impact Report setting out their expenditure, implementation of LIP programmes, achievement of targets and evidence of how the second LIPs have contributed to wider policy objectives for the borough.

TfL will undertake a formal review of these reports. The results may inform the funding formula for the third round of LIPs.

A second round LIP Three-Year Impact Report is required to set out:

- The overall impact of the second LIP, including the impact on the area covered by the borough, its 'place shaping' role, and its contribution to transport, other public services and the borough's wider policy objectives

- How delivery has matched the overall Delivery Plan set out in the Second LIP and the reasons for any significance divergences
- Progress against the stated targets and a related commentary for achievement or non-achievement

Boroughs may use their analysis of delivery in the second LIP to inform their revised Delivery Plan for the period 2014-2017.

The role of boroughs in delivering the Mayor's Transport Strategy

- 1.1 London boroughs³ are vital partners in the delivery of public services in the Capital and in ensuring that the needs and aspirations of all Londoners are met. The manner in which they do this has improved substantially in recent years. Boroughs have worked with public agencies, residents, businesses and other local stakeholders to achieve a range of desired outcomes and visible improvements on the ground.
- 1.2 Better transport is a vital part of the overall mix of services that boroughs plan and deliver. The right policies and changes to the way people travel can make a big difference to the local environment, health and well-being of communities, and economic vitality. The delivery of a vast range of services depends on the efficient and effective transport of people and goods. Choosing the right priorities can also help tackle problems such as climate change, obesity, crime and disorder, and economic development and regeneration. These are often the priorities identified in boroughs' Sustainable Community Strategies (SCSs) and Local Area Agreements (LAAs).
- 1.3 Boroughs have wide transport-related responsibilities. These include planning decisions; statutory highway, traffic and street powers for much of the Capital's road

network; management of town centres; control over parking; administration of the London Lorry Control Scheme; and the provision of the Freedom Pass. Borough policies, plans, programmes and other activities are therefore crucial to ensuring the effective delivery of the MTS, alongside those of other agencies such as TfL, Network Rail and the Highways Agency.

- 1.4 This document provides guidance to support boroughs in the development of LIPs. These provide a framework for boroughs to set out how they will deliver better transport in their area, in the wider context of the MTS. They are also a vital tool to help boroughs work with stakeholders to strengthen their place-shaping role, deliver services to the community and address local priorities.
- 1.5 The Mayor is committed to working with the boroughs to deliver more effective and efficient services across the Capital. To this end, he has signed a City Charter⁴ which recognises the important contribution that both the Greater London Authority (GLA) and boroughs have to make in improving the lives of Londoners. The preparation of this guidance has been undertaken according to the principles of the City Charter.

Statutory context

- 1.6 A LIP is a statutory document, prepared under section 145 of the GLA Act 1999 and sets out how a London borough proposes to implement

³ The term London borough or London local authority means any council of a London borough or the Common Council of the City of London, except where the context requires otherwise.

⁴ London City Charter, 29 April 2009.

the MTS in its area. It gives boroughs the opportunity to present transport plans that will contribute to the Mayor's stated goals, challenges and outcomes, as well as other locally and sub-regionally important goals.

- 1.7 Each new LIP must be submitted to the Mayor for his approval and the GLA Act 1999 sets out the criteria that must be met before Mayoral approval can be given. Section 146 states that the Mayor shall not approve a LIP unless he considers that the:
- LIP is consistent with the MTS
 - Proposals it contains are adequate for the purposes of the implementation of the MTS in its area
 - Timetable for implementing those proposals, and the date by which they are to be implemented, are adequate for those purposes
- 1.8 Section 144 of the GLA Act enables the Mayor to issue statutory guidance on the implementation of the MTS, to which all boroughs must have regard. He also has reserve powers to issue general or specific directions as to the manner in which a borough is to exercise its functions of preparing and implementing its LIP, with which they must comply.
- 1.9 This guidance applies to the preparation of LIPs after the publication of the MTS in spring 2010 (following consultation with the public

and stakeholders). Boroughs' second LIPs will cover the period of the MTS. Within their LIPs, boroughs are required to include a three-year costed and funded Delivery Plan of interventions⁵ covering the period from April 2011.

- 1.10 Further information on the statutory legislation covering LIPs is provided in Appendix A.
- 1.11 Further information on the assessment criteria which TfL will use to make recommendations to the Mayor as to whether the conditions outlined above have been met is set out in Chapter 4.

Core requirements

- 1.12 All requirements which are mandatory for second round LIPs are included in this guidance document, and are identified using the terminology 'boroughs are required to'⁶. Where the guidance represents advice on good practice processes, the terminology 'boroughs are advised to' or 'boroughs are encouraged to' is used.
- 1.13 TfL, on behalf of the Mayor, will assess boroughs' LIPs to ensure that these core requirements have been adhered to. LIPs which meet these requirements will be recommended for formal approval by the Mayor.

⁵ The term intervention is used here in a generic sense and refers to individual schemes, packages of complementary measures, revenue and policy-based initiatives covering all modes and a range of sizes and scale.

⁶ The word 'required' is used in this document to indicate the minimum level of information that the Mayor considers necessary to allow him to judge whether a particular submitted LIP meets the requirements of the GLA Act 1999 in terms of content (s 145), consistency with the MTS (s 146(3)) and implementation following approval (s 151). This is done to provide clarity as to what is needed, and to save boroughs unnecessary time and expense in the LIP approval and monitoring process. These are matters where the Mayor might be minded to make a direction under s 153(1)(a) of the Act if the information concerned is not to be forthcoming, although no such formal direction(s) is actually made in this document.

Purpose of this Guidance document

1.14 The purpose of this document is to:

- Explain how the LIP system is changing and what boroughs will be required to do to prepare their second LIP
- Set out the policy context for plan preparation including, among others, the MTS and the TfL Business Plan
- Draw boroughs' attention to areas of the MTS where they have a particularly significant role to play
- Indicate where boroughs are required to address certain issues in their LIP, together with those areas where boroughs have flexibility to decide their own responses (see the Core requirements section, above)
- Give advice on who boroughs are required to consult in the preparation of their LIPs
- Provide advice on setting second round LIP targets, related to the MTS and boroughs' local and sub-regional priorities
- Set out how second round LIPs will be funded
- Supply boroughs with information on how their second LIPs will be reviewed by the Mayor and how delivery of second round LIP programmes will be monitored over time

1.15 The primary audience for this guidance is senior officers and elected members in the boroughs, although a range of other stakeholders may have an interest in the preparation of high-

quality, inclusive and effective LIPs and subsequent delivery programmes.

Key features of the LIP framework

1.16 A prime objective for the next round of LIPs is to ensure the boroughs have greater ownership of their LIP, along with increased scope to express local priorities within the strategic framework of the MTS and the evolving SRTPs, which are being developed by TfL in close collaboration with boroughs and sub-regional partnerships. Compared to the first round of LIPs, the approach places much more emphasis on setting and ensuring delivery of agreed targets and wider outcomes, rather than prescribing how this is achieved in terms of detailed expenditure and scheme implementation.

1.17 Boroughs will have more freedom to decide how best to deliver the MTS locally and, providing second round LIPs are consistent with the MTS priorities, they will be able to better reflect and respond to the challenges and priorities set out in their SCSs and LAAs.

1.18 TfL is aware that this approach represents a significant change in how boroughs have planned and delivered transport in their areas since the GLA and TfL were created in 2000. It is therefore ready to assist boroughs in understanding and acting on the new approach and addressing any technical, operational and practical challenges which may arise. TfL and London Councils also hope that officers responsible for preparing the LIP will work with

Table 1.1: Key features of the second LIP framework

Overview
<ul style="list-style-type: none"> • Required to contain an evidence-based identification of Borough Transport Objectives, a three-year Delivery Plan and programme, and a Performance Monitoring Plan • A focus on partnership between the Mayor, TfL and the boroughs in delivering shared objectives, recognising each others' roles and responsibilities and working collaboratively within the context of the principles set out in the City Charter
Policy context
<ul style="list-style-type: none"> • A new set of goals, challenges and outcomes for the MTS (and evolving London SRTPs) • A requirement for the boroughs to set out how they will work towards achieving five MTS goals, based on evidence of local problems, challenges and opportunities • Greater emphasis on placing transport within the wider policy context, including cross-sector service delivery and community and corporate priorities • Mode or policy specific plans and strategies to be integrated within the main LIP document. There is no longer a specific requirement to include a separate road safety plan, a parking enforcement plan, and a school travel strategy as part of the LIP submission
Funding and delivery
<ul style="list-style-type: none"> • Three-year formulae-based funding allocations to provide boroughs with certainty about funding when determining their second LIP programmes (Annual Spending Submissions, along the lines of the Transition Year 2010/11 submissions, still required) • Major Schemes subject to the Step Appraisal and Approval process, and funded through a competitive bidding process form a separate part of the overall LIP funding budget. This replaces the Area-Based Scheme appraisal and approval process for Town Centre, Station Access, and Streets for People schemes • A move away from the input-focused requirement to provide detailed information on expenditure and individual schemes and programmes
Targets, monitoring and reporting
<ul style="list-style-type: none"> • Core set of monitoring indicators to be defined by TfL. Greater scope for boroughs to set challenging but locally specific targets for the core indicators, through negotiation and agreement with TfL. Possible identification of additional local targets and indicators by boroughs to support local priorities • A final LIP Three-Year Impact Report to be submitted in 2014, reporting on achievements and outcomes relating to the implementation of the three-year Delivery Plan • An annual meeting with TfL to discuss progress and identify potential risks to delivery; and annual reporting of outcome data

other officers in their borough, eg those involved in the LAA and Local Development Framework (LDF), and officers in other boroughs to develop the skills, competencies and behaviours required for the second round of LIPs.

- 1.19 In addition, London Councils has set up an email forum to enable boroughs to develop and share good practice from an early stage. The address is:
www.londoncouncils.gov.uk/LipService

1.21 The table below sets out the key timescales and milestones for boroughs to prepare their second LIPs within the context of the revision of the MTS.

- 1.22 Boroughs are required to submit a draft for consultation to TfL, as a statutory consultee, by 20 December 2010. It is for boroughs to decide when and how extensively they will consult with the other statutory consultees, however, they may consider it appropriate to do this at the same time as consulting with TfL. A full list of statutory consultees can be found in Chapter 3.

Timescales

- 1.20 The second round of LIPs will become effective from April 2011. This timeframe will align with the renewal of each borough's LAA.

Glossary of terms and abbreviations

- 1.23 A glossary of terms and abbreviations used in this guidance is provided in Appendix H.

Table 1.2: Timescales for preparation and approval of second LIPs

Milestone	Date
Boroughs commence second LIP preparation in detail	Early 2010
Mayor publishes the MTS and the final Guidance on Developing the Second LIPs	May 2010
Boroughs submit Annual Spending Submission to TfL for 2011/12	8 October 2010
Boroughs submit their consultation draft second LIP for consideration by TfL	20 December 2010
TfL responds to boroughs, indicating whether the second LIP is acceptable or whether changes are needed	February - March 2011
If required, boroughs amend their second LIPs. Mayoral approval to follow submission of final second LIP	April - June 2011

Introduction

2.1 This chapter sets out the policy context for the next round of LIPs. It covers the London-wide context of the MTS, its more detailed interpretation at a sub-regional level and the local policy context relating to the boroughs. The chapter also considers the link between LIPs and LAAs and a range of other key local frameworks within which boroughs plan and deliver services, and promote the quality of life of their areas.

The Mayor's Transport Strategy

- 2.2 LIPs must be firmly grounded in evidence and analysis of local challenges and issues, within the broader context of the goals, challenges and outcomes contained in the MTS.
- 2.3 The MTS is framed within the Mayor's vision for London, set out in the public consultation draft of the London Plan, 'A New Plan for London'. The Mayor's vision is that over the years to 2031: 'London should excel among world cities – expanding opportunities for all its peoples and enterprises, achieving the highest environmental standards and quality of life and leading the world in its approach to tackling the urban challenges of the 21st century.'
- 2.4 The plan proposes to deliver this vision through six overarching objectives, the last of which is to create: 'A city where it is easy, safe and convenient for everyone to access jobs, opportunities and facilities, with an efficient and effective transport system which places more emphasis on walking and cycling and

making better use of the Thames, and supports delivery of all the objectives of this plan.'

- 2.5 The Mayor is seeking to achieve his vision by focusing the policies and proposals in his transport strategy on achievement of the following six overarching MTS goals:
- Supporting economic development and population growth
 - Enhancing the quality of life for all Londoners
 - Improving the safety and security of all Londoners
 - Improving transport opportunities for all Londoners
 - Reducing transport's contribution to climate change and improving its resilience
 - Supporting delivery of the London 2012 Olympic and Paralympic Games and its legacy
- 2.6 The rationale and detail of each of these goals is set out in the MTS. The related challenges which each goal is seeking to address are summarised in Table 2.1, along with the outcomes which the Mayor has identified and which will be used to prioritise the need for policy interventions and specific proposals.

Table 2.1: MTS goals, challenges and outcomes

Goals	Challenges	Outcomes
Support economic development and population growth	Supporting sustainable population and employment growth	<ul style="list-style-type: none"> • Balancing capacity and demand for travel through increasing public transport capacity and/or reducing the need to travel
	Improving transport connectivity	<ul style="list-style-type: none"> • Improving people’s access to jobs • Improving access to commercial markets for freight movements and business travel, supporting the needs of business to grow
	Delivering an efficient and effective transport system for people and goods	<ul style="list-style-type: none"> • Smoothing traffic flow (managing delay, improving journey time reliability and resilience) • Improving public transport reliability • Reducing operating costs • Bringing and maintaining all assets to a state of good repair • Enhancing the use of the Thames for people and goods
Enhance the quality of life for all Londoners	Improving journey experience	<ul style="list-style-type: none"> • Improving public transport customer satisfaction • Improving road user satisfaction (drivers, pedestrians, cyclists) • Reducing public transport crowding
	Enhancing the built and natural environment	<ul style="list-style-type: none"> • Enhancing streetscapes, improving the perception of the urban realm and developing ‘better streets’ initiatives • Protecting and enhancing the natural environment
	Improving air quality	<ul style="list-style-type: none"> • Reducing air pollutant emissions from ground-based transport, contributing to EU air quality targets
	Improving noise impacts	<ul style="list-style-type: none"> • Improving perceptions and reducing impacts of noise
	Improving health impacts	<ul style="list-style-type: none"> • Facilitating an increase in walking and cycling
Improve the safety and security of all Londoners	Reducing crime, fear of crime and antisocial behaviour	<ul style="list-style-type: none"> • Reducing crime rates (and improving perceptions of personal safety and security)
	Improving road safety	<ul style="list-style-type: none"> • Reducing the numbers of road traffic casualties
	Improving public transport safety	<ul style="list-style-type: none"> • Reducing casualties on public transport networks
Improve transport opportunities for all Londoners	Improving accessibility	<ul style="list-style-type: none"> • Improving the physical accessibility of the transport system • Improving access to services
	Supporting regeneration and tackling deprivation	<ul style="list-style-type: none"> • Supporting wider regeneration
Reduce transport’s contribution to climate change, and improve its resilience	Reducing CO2 emissions	<ul style="list-style-type: none"> • Reducing CO2 emissions from ground-based transport, contributing to a London-wide 60 per cent reduction by 2025
	Adapting for climate change	<ul style="list-style-type: none"> • Maintaining the reliability of transport networks
Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	Developing and implementing a viable and sustainable legacy for the 2012 Games	<ul style="list-style-type: none"> • Supporting regeneration and convergence of social and economic outcomes between the five Olympic boroughs and the rest of London • Physical transport legacy • Behavioural transport legacy

Source: Mayor’s Transport Strategy, p37

- 2.7 Within their LIPs, boroughs are required to identify how they will work towards achieving the MTS goals and they should address each of the challenges and outcomes in a manner that they consider will achieve the objectives of the MTS. Boroughs are not required to identify how they will achieve the sixth goal of the MTS ('to support the delivery of the London 2012 Olympic and Paralympic Games and its legacy'), though they may choose to consider this if it is deemed to be important locally.
- 2.8 Where proposed borough interventions will contribute to outcomes which are contrary to the MTS goals, challenges and outcomes, boroughs are required to provide robust justification based on local circumstances and/or explain why they consider particular Mayoral goals are not applicable in their boroughs.
- 2.9 Boroughs are not required to provide a detailed response to each of the Mayor's policies and proposals set out in the MTS. The Mayor's requirements of borough LIPs in supporting the MTS can be found in Appendix B.

London's transport geography

- 2.10 The MTS emphasises the importance of understanding London's transport connectivity in a wider spatial context. This is structured at a number of levels: internationally, nationally, regionally, and locally. It is important that the MTS and borough LIPs are tailored to the nature, location and scale of the complex and overlapping issues at each of these levels, and that those organisations that are best placed to develop and deliver solutions which address the challenges are able and enabled to do so. This is an approach taken by the Department for Transport (DfT) in its national transport framework, Delivering a Sustainable Transport System (DaSTS), and the Mayor is keen to adopt a similar methodology, adapted to the needs of London.
- 2.11 Table 2.2 sets out how transport movements interact at different levels to make up a 'hierarchy' of transport connectivity.
- 2.12 Different organisations will have primary responsibility for alternate levels of the hierarchy. The DfT, for example, has a key role in assessing challenges, generating options and identifying investment priorities, policies and regulation for the international and national networks. These might include connections to the European High Speed Rail Network, new airport runways or terminal capacity, and management of the M25 or access to international sea ports such as Southampton and Felixstowe.
- 2.13 Similarly, TfL has a key role in determining action on a London-wide scale and for certain regional networks, such as increasing the capacity, reliability and quality of service on the Underground, Docklands Light Railway (DLR) or TfL Road Network (TLRN). However, regional and local transport networks are vital in supporting the Capital's economy and enabling the growth of key metropolitan centres, local town centres and regeneration areas.
- 2.14 The boroughs, both individually and collectively, have a key role in determining and

delivering interventions at the sub-regional and local level, as well as influencing those charged with the delivery of international, national and London-wide networks in their areas.

London sub-regional transport plans

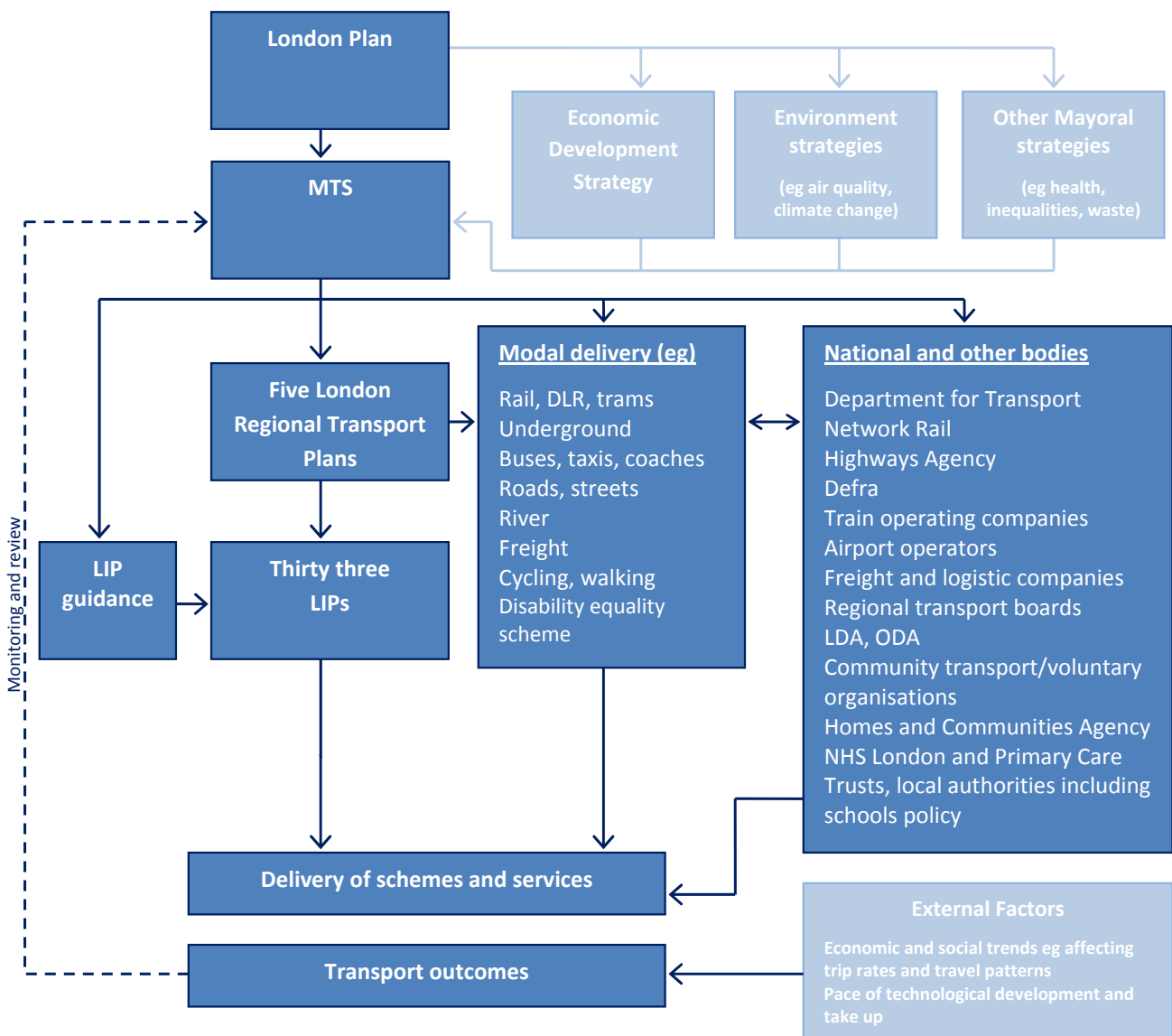
- 2.15 The above approach places a greater emphasis on sub-regional transport planning than has previously been the case in the Capital. To this end TfL, in conjunction with the GLA and London Councils, has been working closely with the boroughs to develop an integrated approach to transport and land use, based around five sub-regions. The intention is that the boundaries of each of these London sub-regions – central, north, south, east and west – should be flexible or ‘fuzzy’ to take account of overlapping issues.
- 2.16 In parallel with the development of the MTS, TfL is creating a stronger analytical, policy and delivery capability at the sub-regional level. This will allow the approach of the MTS to be articulated in more detail and reflect the greater diversity of challenges which different parts of London face. Specifically, TfL is working in collaboration with the boroughs and relevant sub-regional partnerships to develop SRTPs setting out the key issues in each sub-region, the options for addressing them and the mix of policy, regulation and investment to be taken forward in the medium- to long-term. The approach will be underpinned by enhanced modelling capability and analysis against which land use and transport scenarios can be assessed. This will assist in the identification of key priorities for the regions, help ensure consistent assessment of proposals and provide a basis for the monitoring of outcomes.
- 2.17 Figure 2.1 shows how the various London, sub-regional and local strategies and plans inter-relate. The process of developing the SRTPs has begun in all of the five regions. This includes starting to identify the challenges and opportunities in each region and developing strategic transport models.
- 2.18 Within their LIPs, boroughs are required to demonstrate how they have taken the evolving SRTPs into account in preparing their second LIP objectives, targets and delivery plans. TfL will provide regular updates on the sub-regional analysis as a means of informing the development of the second LIPs.
- 2.19 The relationship between the London SRTPs and LIPs should be considered to be dynamic in nature. SRTPs will be ‘live’ documents which will be informed by the boroughs and will be updated on an ongoing basis.
- 2.20 The first stage in the development of the SRTPs was the publication of the Interim Report on the Challenges and Opportunities documents. These were published in February 2010 and are available on the Boroughs Extranet (under Borough and regional information > Sub-Regional Transport Plans).

Table 2.2: Transport networks in London

	Key origin or destination	Multi-modal transport corridors and modal services	Access to corridors or networks
International trips to and from London	World cities International business centres Other international destinations	International transport corridors (air, rail, road, sea) International passengers and freight services (flights, European rail, coach, sea)	International airports International sea ports International rail and coach stations International rail and freight hubs
National and inter-regional trips to and from London	Major UK cities Growth areas Major commuter areas Logistics centres	Inter-regional and national strategic transport corridors (air, rail, road) Long-distance passenger and freight services (eg flights, National Rail, private car, logistics, coach)	Domestic airports National Rail stations Major motorway junctions Major road and rail freight hubs Major coach stations
London-wide	Central Activities Zones Canary Wharf Heathrow growth and Opportunity Areas, Strategic Outer London Development Centres	London-wide strategic transport corridors (eg major roads, rail, Tube, coach) London-wide services (eg private car, National Rail, Tube, logistics)	Major rail stations Major Tube stations Major bus and coach interchanges Major road junctions Freight distribution centres
Sub-regional	Metropolitan town centres Major shopping centres Key sub-regional services (hospitals, colleges, etc)	Sub-regional strategic transport corridors (Tube, local rail, DLR, tram, transit, main roads and streets, bus and cycling corridors, major walking routes in central London) Sub-regional services (eg private car, taxi, private hire vehicles (PHVs), Dial-a-Ride, Tube, DLR, tram, bus, transit, deliveries, cycling, walking)	Rail stations Tube/DLR stations Transit/tram stops Bus interchanges/coach stops Major road junctions Cycle hire 'hubs' Freight distribution centres
Local	Local town centres Residential areas Major employers Local services (eg schools, doctors, local shops) Industrial estates	Local strategic transport corridors (eg roads and streets, rail, DLR, tram, bus routes, cycling, local freight, deliveries, walking routes) Local services (eg walking, private car, bus, taxi, PHVs, Dial-a-Ride, DLR, tram, cycling, deliveries)	Local Tube stations Local rail stations Local road junctions Cycle hire 'hubs' Bus stops Kerbside

Source: Mayor's Transport Strategy, p40

Figure 2.1: Relationship between the MTS, London SRTPs, LIPs and TfL modal delivery



TfL Business Plan and Investment Programme

2.21 Boroughs are required to also take account of TfL's Business Plan and Investment Programme⁷ in preparing the Borough Transport Objectives and Delivery Plan components of their LIPs.

2.22 The Business Plan, which is updated each year, sets out how the MTS strategic policy objectives will be delivered by TfL. The current Business Plan, which covers the period to 2017/18⁸, includes the following elements for the delivery of Mayoral priorities:

- Significant upgrades of key Underground lines, such as the District and Jubilee lines, with substantial capacity increases, new trains and interchange improvements, including an increase in step-free access
- Capacity upgrades on all DLR lines and completion of the extension to Stratford International
- The transformation of the London Overground network, including completion of the extension of the East London line, new trains and refurbished stations
- Works to deliver Crossrail, providing a 10 per cent increase in London's rail-based public transport capacity with high-frequency and high-capacity interchanges in a number of boroughs
- Changes to the bus network, including cleaner more accessible vehicles, the replacement

of articulated vehicles as contracts come up for renewal, a trial of orbital express buses in Outer London, improved passenger information through iBus, transit schemes in east London and continuing a programme to make bus stops accessible

- Smoothing London's traffic flow, through such measures as the optimisation of traffic lights, coordination of roadworks and continued development of Intelligent Transport Systems
- Major improvements at key transport interchanges at Tottenham Court Road, Victoria, Bond Street and Paddington, relieving congestion and improving the environment for passengers, as well as more moderate enhancements elsewhere
- Continued investment in smarter travel measures, aimed at changing public attitudes and behaviour
- Major initiatives to promote walking and cycling, improve the public realm and, where appropriate, promote shared use of road space

2.23 The Business Plan fully recognises the central role the boroughs play in delivering the Mayor's policies and proposals and the need for close partnership to bring this about. As well as the changes to the LIP funding and reporting process itself, the plan commits TfL to continued significant capital funding of LIP-related programmes throughout its period, balancing this with other investment needs and

⁷ Available at www.tfl.gov.uk/corporate > About TfL > Investor relations > Business plans.

⁸ A revised budget was published in March 2009 in which some schemes (eg Greenwich Waterfront Transit) were removed from the plan. A revised Business Plan for the period from 2009/10 was published in November 2009.

the requirement to ensure value for money and achievement of efficiency savings.

- 2.24 A number of major initiatives are set out in the Business Plan and Investment Programme which boroughs are required to take into account when preparing their LIPs. As well as direct impacts in terms of transport capacity and connectivity, some schemes, such as Crossrail, will support significant local housing development, employment and wider regeneration which will require further investment in local transport networks. Where appropriate, boroughs are encouraged to consider parallel or complementary policies and investment proposals at the local level.
- 2.25 As part of the process for the second round LIP development, TfL has provided details of committed plans for schemes, programmes and policies which will be delivered within each borough over the Business Plan period. Details of planned work programmes on the TLRN, from 2010/11 to 2012/13, are available on the Boroughs Extranet (under Borough and regional information > TLRN Improvement Plan (TIP) 2010/11). Boroughs are encouraged to refer to this when planning their own works.

Local policies

- 2.26 LIPs are important tools that help each borough work with its stakeholders to strengthen its place-shaping role and its delivery of services to the community. The new flexibilities outlined in Chapter one and the relationship of LIPs to the wider local policy context should enable every authority to prepare a plan which best meets

its own individual needs. In particular, there is an opportunity for authorities to develop plans that link transport with an area's wider agenda for the economy, education, employment, health, equality and social exclusion, crime and the environment. Close engagement with the Local Strategic Partnership (LSP) and other local service providers will help integrate other organisations' planning for services with the borough's transport goals.

Sustainable Community Strategies, LSPs and LAAs

- 2.27 Sustainable Community Strategies (SCSs) provide the overall strategic direction and long-term vision (typically 10-20 years) for the economic, social and environmental wellbeing of a local area, backed by clear evidence and analysis. All boroughs are required to have an SCS in place, developed and agreed with the relevant LSP. The LAA represents a three-year action plan based on the SCS. It provides the mechanism for Central Government and the borough and its partners to agree key targets and priorities, and for Government resources to be rationalised across previously separate funding streams into the new Area-Based Grant.
- 2.28 SCSs and LAAs are now in place for all boroughs and provide a new vehicle to improve the delivery of local services, enhance quality of life and strengthen local economies. They provide one of the principal means by which boroughs can pursue their place-shaping role and an opportunity to focus resources on the priorities which matter most to the general

wellbeing of local residents, businesses and other stakeholders.

- 2.29 LAAs are also at the heart of the Government's National Performance Framework, which contains 10 transport-related National Indicators which have also been adopted for use in London. Investment in transport can also play a significant role in delivering a wide range of other National Indicators. Performance by boroughs in delivering their LAAs will be an important consideration by the Audit Commission in their Comprehensive Area Assessment.
- 2.30 Boroughs are required to ensure that the preparation of their second LIP is informed by their SCS and should ensure that their LIP Delivery Plans are fully consistent with plans to achieve the targets set in their LAAs.
- 2.31 Stakeholders, especially the LSPs, offer borough transport officers opportunities to discuss the importance of transport in delivering a wide range of local objectives and priorities. These opportunities should be considered as part of the overall approach to consultation and engagement for second round LIP development.
- 2.32 There is now a two-tiered planning system consisting of:
- A Regional Spatial Strategy (the London Plan), which sets out a broad strategy for how a region should look in 15 to 20 years time
 - A Local Development Framework (LDF), which is a folder of development documents prepared by local planning authorities (London boroughs) that outlines the spatial planning strategy at a local level
- 2.33 Local development documents can include the borough-wide core strategy, development policies, site allocations and area action plans. In London LDFs, together with the London Plan, determine how the planning system will shape the local area and set the policy framework for decisions on planning applications.
- 2.34 In preparing borough-wide core strategies, planning authorities are required to work with infrastructure providers including TfL to ensure that the development strategy will be supported by timely delivery of transport infrastructure. Although the two processes will have different timescales, the development of second round LIPs provides an opportunity to align the process of infrastructure planning to inform core strategies with wider transport planning objectives.
- 2.35 It is critical that transport and spatial planning are closely integrated, not only in relation to the policy framework but also the way in which this is translated into practice. Both need to be considered from the outset in decisions on the location of key destinations such as housing, hospitals, schools and businesses, as well as the design of facilities and their relationship to the surrounding environment. The second round LIPs should therefore be closely aligned with LDFs.

Local Development Frameworks

- 2.32 There is now a two-tiered planning system consisting of:
- A Regional Spatial Strategy (the London Plan), which sets out a broad strategy for how a region should look in 15 to 20 years time
 - A Local Development Framework (LDF), which is a folder of development documents

Local Economic Assessment Duty

- 2.36 The Local Democracy, Economic Development and Construction Act (2009) places a statutory duty on local authorities, including London boroughs, to prepare a Local Economic Assessment (LEA). This will provide authorities, and others involved in strategy development, with an understanding of local economic conditions and how these affect economic growth.
- 2.37 These assessments should inform a range of local authority strategies, including LIPs. They should lead to improved economic interventions, such as better spatial prioritisation of investment by local authorities and their partners. The duty came into force in April 2010⁹.

Other relevant documents and initiatives

Other Mayoral strategies

- 2.38 Those of relevance are:
- The revised London Plan
 - The revised Mayor's Economic Development Strategy
 - The Mayor's vision for public realm set out in The Great Outdoors and Better Streets
 - The Climate Change Adaption Strategy
 - The revised Mayor's Air Quality Strategy
 - The London Housing Strategy

- The Mayor's Ambient Noise Strategy
- The Mayor's Biodiversity Strategy

- 2.39 Boroughs should have regard to these strategies in as far as they are referenced in the MTS.

The Cycling revolution

- 2.40 Improving cycling in London is a key priority for the Mayor and this will require a broad package of measures to be introduced. Boroughs have a central role to play in improving the cycling experience and increasing rates of cycling.
- 2.41 The Mayor believes that strong political commitment will help to unlock the potential for cycling trips within the borough, especially in areas of more significant opportunity, such as local town centres, and he is committed to supporting boroughs in this work, with additional support and advice aimed at boroughs seeking to take the lead as a Biking Borough. Biking Boroughs will help to create a local culture of cycling, focusing on town centre locations or key trip destinations within a borough known as 'cycle hubs', where potential for mode shift to cycling will be greatest.

Mayor's Outer London Commission

- 2.42 The Mayor set up the Outer London Commission to review opportunities to improve the area's economy, quality of life for residents and transport provision. The MTS reflects the findings of the commission which included:

⁹ See Local Economic Assessments – Draft Statutory Guidance (DCLG, Aug 2009) for further information. Available at [www.communities.gov.uk/localgovernment > Search > Local economic assessments](http://www.communities.gov.uk/localgovernment/Search/Local%20economic%20assessments).

- That the development of London should be based upon a ‘hub and spoke’ approach, making particular use of the existing town centre network and recognising other strategic business locations
- That transport should meet the needs of people to access places, with a competitive choice of goods and services
- That solutions for Outer London vary and need to be applied flexibly at a local level

Climate change

- 2.43 The Climate Change Act 2008 commits the Government to reducing greenhouse gas emissions across the UK by at least 80 per cent on 1990 levels, by 2050. The challenging nature of these targets means that the transport sector will need to make a substantial contribution to any reductions. The Mayor has identified reducing transport’s contribution to climate change and improving its resilience as one of the MTS goals.
- 2.44 Boroughs should consider the challenges of climate change in developing their second round LIPs. This may, for example, include bringing forward policies and investment plans which enable changes in travel behaviour, encourage take-up of sustainable travel modes and reduce the need to travel (for instance through smarter travel measures). A number of boroughs have already shown their commitment to reducing transport’s contribution to climate change by setting
- targets for carbon-related National Indicators within their LAAs. LIPs offer the opportunity to take these commitments further.
- 2.45 Alongside measures to reduce greenhouse gas emissions, it is important that boroughs consider policies and measures to improve the resilience of their transport networks to the effects of climate change in their area, for example a potential increase in the incidence of extreme weather.
- 2.46 The Mayor’s detailed strategy and approach towards climate change, including both mitigation and adaptation, are outlined in the Mayor’s Climate Change Mitigation and Energy Strategy¹⁰ and the Draft Climate Change Adaptation Strategy for London¹¹. These are statutory strategies as provided for in the GLA Act 2007.

¹⁰ Assembly and Functional Body Draft published February 2010.

¹¹ Public Consultation Draft published February 2010.

Air quality

- 2.47 Boroughs are legally required to work towards meeting national air quality objectives. The Mayor published his draft Air Quality Strategy in October 2009 for consultation with the London Assembly and functional bodies. A further draft for public consultation was published in late March 2010 with the final strategy expected to be published in autumn 2010. The draft strategy sets out a number of transport measures that boroughs can take to improve air quality, such as promoting cleaner vehicles and developing smarter travel schemes. It also includes a policy to develop packages of localised measures to target air quality hotspots.
- 2.48 London boroughs have a statutory duty to review and assess local air quality under the Environment Act 1995. This process should identify areas that are at risk of not meeting European Union limits for particulate matter (PM₁₀) and nitrogen dioxide (NO₂), as well as other hotspots where high concentrations of air pollutants present a risk to public health. Boroughs should develop transport packages of measures for these locations and include them in their LIP. In most cases, these transport packages will form part of boroughs' formal Air Quality Action Plans (AQAPs), ensuring that air quality management and transport management are systematically joined up.

Crime, fear of crime and antisocial behaviour

- 2.49 Crime and fear of crime on the transport system can have a major effect on peoples' willingness to travel and their subsequent ability to access jobs and services that they need.
- 2.50 Boroughs should consider policies and proposals which will contribute to reducing crime, fear of crime and antisocial behaviour. Initiatives should be informed by, and integrated into, wider community safety strategies, as well as policies set out in the MTS. Boroughs are advised to liaise with transport operators, the police, Crime and Disorder Reduction Partnerships (CDRPs), town centre managers and community groups to consider how their policies can make a valuable contribution to reducing crime on the transport system and in general.

Chapter three – Preparing a LIP

Overview

- 3.1 A LIP is intended to set out a borough's proposals for implementing the MTS at a local level. Boroughs are required to include the following components:
- An evidence-based identification of Borough Transport Objectives covering the period 2011 to 2014 and beyond, reflecting the timeframe of the MTS (ie up to 2031)
 - A costed and funded Delivery Plan of interventions, including a Programme of Investment covering the period 2011/12 to 2013/14, or longer for proposed Major Schemes. This should be consistent with boroughs' three-year funding allocations to be announced in 2010
 - A Performance Monitoring Plan, identifying a set of locally specific targets which can be used to assess whether the LIP is delivering its objectives and determine the effectiveness of the Delivery Plan. Interim targets should be set for 2013/14, with longer term targets identified for a future end date when the impact of sustained investment will have had a chance to take effect (eg 2020/21)
- 3.2 Boroughs are required to ensure that their second LIPs make a clear distinction between these three components. The Borough Transport Objectives should provide the context for, and determine, the Delivery Plan and the Performance Monitoring Plan.
- 3.3 Boroughs will be required to prepare a new

Delivery Plan in 2013 for the period 2014/15 to 2016/17, or longer for proposed Major Schemes, and update their interim targets to cover the period to 2016/17.

Preparing the plan

- 3.4 Boroughs should take a fresh look at the implementation proposals contained in either their first LIP or in other more up-to-date documents when preparing their second round LIP. Proposals for the second round will need to take account of Mayoral, sub-regional and relevant local priorities. This will involve more than simply rolling forward proposals from the first LIP.

Length of document and level of detail

- 3.5 Second LIP documents are intended to be shorter and more concise than those produced for the first round.
- 3.6 TfL does not require separate mode or policy-specific strategies and plans (eg road safety plans, parking enforcement plans, walking plans, etc) to be submitted. Where boroughs have developed separate documents for their own purposes, it is sufficient for boroughs to reference these or summarise the main points within their LIPs.

Using existing evidence

- 3.7 As far as possible, boroughs should draw on existing evidence and work undertaken. This could include:
- The MTS and other Mayoral strategies

- Sub-Regional Transport Plan Interim Report on the Challenges and Opportunities (February 2010)
- Travel in London Report 2 (TfL, 2010)
- Previous work undertaken to identify problems, issues and priorities, for the Sustainable Community Strategy (SCS), LDF, and other local policy documents
- Data and analysis undertaken by boroughs as part of the statutory local air quality management process
- The LIP 1 Data Reports, prepared by TfL
- Data produced for the National Indicator set and the LAA
- London's Great Outdoors and Better Streets – Practical Steps (GLA, 2010)
- Cycling Design Standards (TfL, 2005)
- Delivering the benefits of cycling in Outer London (TfL/ Sustrans/London Councils/ LCC, 2010)
- Car Club Strategy (TfL, 2008)
- The Mayor's Electric Vehicle Delivery Plan (GLA, 2009)
- Smarter Travel Sutton: Third Annual Report (TfL/London Borough of Sutton, 2010)
- Interchange Best Practice Guidance (TfL, 2010)

3.8 In many cases, boroughs should be able to readily identify their local transport objectives and priorities using existing evidence and policy analysis work.

3.9 To assist with this process, TfL has collated existing data available on borough performance and made this available via the Boroughs Extranet (under Local Implementation Plans > Help and guidance > Supporting information) in the form of a benchmarking tool. This will help boroughs collect evidence on problems and issues, and benchmarking their performance against that of other boroughs.

Sources of guidance and best practice

3.10 There are a number of London-specific good practice documents which boroughs may find it useful to refer to. These include:

- Best Practice for Local Walking Schemes v2.2 (TfL, 2009)

3.11 These documents can be found on the Boroughs Extranet (under Local Implementation Plans > Help and guidance > Supporting information > Best practice).

3.12 In addition, the DfT has produced a web-based Policies and Good Practice Handbook (July 2009), as a reference tool to help authorities outside London prepare and develop their Local Transport Plans (LTPs). It also provides information which boroughs may find useful in preparing their LIPs. The handbook can be found at www.dft.gov.uk/pgr/regional/ltp/guidance > Local Transport Plans > Policies and good practice.

3.13 Name of the LIP document

3.14 Boroughs may choose to give their LIP document another name to suit local circumstances. If the main title is not 'Local Implementation Plan' then a subtitle is needed

to state that the document is the borough's LIP, eg 'Thamesdon's Future for Transport – Thamesdon's Local Implementation Plan'.

Borough Transport Objectives

Overview

- 3.15 This section of the LIP should set out key issues over the timescale of the MTS (ie to 2031), plus what the borough wants to achieve (within the context of the MTS) and how it intends to do this. It also provides the strategic framework for determining the Delivery Plan and the Performance Monitoring Plan.
- 3.16 In identifying their transport objectives, boroughs are encouraged to follow a broad process, as summarised below:
- (i) Understand the local context
 - (ii) Identify how each of the five MTS goals can be achieved within the borough by addressing the MTS challenges and

delivering the associated desired outcomes. This must be based on evidence of local problems, issues, and opportunities

- (iii) Identify a set of locally specific LIP objectives, reflecting Mayoral, sub-regional and local priorities

(i) Understand the local context

- 3.17 Boroughs are required to set out the local context and geographical characteristics of their boroughs, including the relationship between the transport network and key issues such as land development, housing renewal and deprivation.
- 3.18 Boroughs should identify key origin and destination points (eg town centres), connections to and between local centres, local strategic transport corridors, and gateways on to strategic networks (eg local Tube stations, bus stations, interchanges and important road junctions). This information may best be presented in a series of maps.

Summary of core requirements

Boroughs are required to:

- Set out the local context and geographical characteristics of their boroughs, including the relationship between the transport network and key issues such as land development, housing renewal and deprivation
- Identify how the MTS goals, challenges and outcomes will be achieved at 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
- Identify how the LIP objectives have been informed by an EQIA, the borough's Disability Equality Duty and Network Management Duty, and the SEA; and take account of the commitments outlined in TfL's Business Plan and Investment Programme

The Borough Transport Objectives section should cover the period 2011/12 to 2013/2014 and beyond, reflecting the timeframe of the MTS (ie to 2031).

(ii) Identify how the MTS goals, challenges and outcomes will be achieved at a borough level

3.19 Boroughs are required to identify how the five MTS goals will be achieved at a borough level by addressing the MTS challenges and delivering the associated desired outcomes (Table 2.1). This must be based on evidence of local problems, challenges, and opportunities (including those arising from planned investment by TfL).

3.20 Boroughs are required to identify which problems, challenges, and opportunities are most important at a local level and can be addressed within the timescale of the LIP and within the context of:

- The evolving SRTPs, which will identify key challenges and present qualitative and quantitative analysis of future demographic, economic and transport trends
- Local priorities set out in their SCS, LAA, LDF, LEA, and other relevant documents

3.21 Issues for analysis could include demographic trends, environmental issues, economic circumstances, existing transport infrastructure capacity, travel patterns and trip rates, traffic growth, connectivity of existing networks and stakeholder views following consultation.

3.22 Boroughs should focus on identifying problems and challenges at the local level of the planning hierarchy (see Table 2.2), but recognise that there are shared corridors and neighbourhoods across different geographical

levels. For example, in south London, the A23 is important at a London-wide, sub-regional and local level, but the transport issues at each of these hierarchies are different. At a local level, for instance, there are conflicts between strategic and local needs, such as balancing parking requirements and access to local shops with the importance of easing congestion for through traffic.

(iii) Identify a set of locally specific LIP objectives, reflecting local priorities

3.23 Setting clear objectives ensures a consistent focus throughout the LIP document. It also ensures the most significant local problems, challenges and opportunities are addressed; informs the relative priority given to different areas of spend within the Delivery Plan and aids the selection of performance monitoring indicators and decisions about how challenging targets should be.

3.24 Boroughs are required to identify a set of locally specific LIP objectives, which address priorities, and which identify desired outcomes. Some objectives could look outside the local transport agenda to wider corporate priorities set out in the SCS and other relevant policies, providing they are consistent with the MTS.

3.25 LIP objectives should cover the period 2011/12 to 2013/14 and beyond, reflecting the timeframe of the MTS (ie up to 2031). Boroughs should identify which objectives are short-term (ie to 2013/14), and which are intended to be achieved over the longer term period to 2031. Boroughs may also wish

to include aspirational objectives to highlight issues where boroughs wish to work with TfL or other partners to deliver a long-term solution. These should be clearly identified as being aspirational objectives.

- 3.26 It is likely that a mix of SMART (specific, measurable, achievable, realistic and time-limited) and more qualitative objectives will be appropriate, as outcomes for some policy areas are difficult to quantify (eg quality of life and perceptions of safety).
- 3.27 Boroughs are encouraged to describe how their objectives have been identified and demonstrate links with Mayoral, sub-regional and local priorities.

- 3.28 If any LIP objectives are not consistent with the MTS goals, challenges and outcomes (or the Mayor's detailed policies and proposals), boroughs are required to highlight this within their LIPs and provide a justification for why local need outweighs London-wide objectives. Where this is likely to arise, boroughs should contact TfL at the earliest opportunity to discuss further.

Preparing the Delivery Plan

Overview

- 3.29 Boroughs are required to prepare a Delivery Plan to identify how they will achieve their LIP objectives. It should cover the period

Summary of core requirements

Within the Delivery Plan boroughs are required to:

- Provide a high-level breakdown of proposed spend (the Programme of Investment), by year (ie separately for 2011/12, 2012/13 and 2013/14) and by category. It should be consistent with the borough's three-year LIP funding allocation to be announced in 2010 and should identify which of the MTS goals and outcomes each programme category supports
- Identify the role of non-LIP funding (eg the council's own capital and revenue funding, and other third party contributions) in delivering interventions necessary for the achievement of the borough's LIP objectives
- Provide supporting commentary on how the Programme of Investment has been derived; how the packages/interventions proposed will contribute to the MTS goals; and the role of revenue-based investment, policy decisions, and third party actions in delivering the borough's LIP objectives
- Provide supporting commentary on how the delivery of the Mayor's high-profile outputs will be supported at a local level, making reference to the output definitions set out in Appendix E
- Confirm the date by which proposed individual interventions will be delivered and a date by which all such interventions will be implemented, and state that the Delivery Plan will be 'refreshed' at least every three years

Boroughs are also required to:

- Submit an Annual Spending Submission confirming the delivery programme for the year ahead. The submission for 2011/12 will need to be submitted in October 2010
- Report on the delivery of the Mayor's high-profile outputs using proforma C in Appendix C. This should include outputs from schemes delivered during the course of the previous financial year and be reported each July

2011/12 to 2013/14, or longer for proposed Major Schemes, and should be consistent with the borough's three-year funding allocation to be announced in 2010. Boroughs will be required to prepare a new Delivery Plan in 2013 for the period 2014/15 to 2016/17, and subsequently every three years.

Programme of Investment and identification of funding sources

3.30 Boroughs are required to include a costed and funded high level Programme of Investment, covering the period 2011/12 to 2013/14 (this can be longer for proposed Major Schemes). The Programme should be derived from the identified LIP objectives and identify the proposed interventions¹² for achieving the stated objectives.

3.31 It will provide TfL with a clear view of borough delivery and how it fits with its investment and Business Plan. The Programme should also align the LIP with the second round of the new LAAs, for Comprehensive Area Assessment (CAA) purposes.

3.32 The Programme of Investment should include:

- Corridors and Neighbourhood programmes – holistic or area-based interventions, including the former LIP 1 programmes covering bus priority, bus stop accessibility, the London Cycle Network Plus, cycling, walking, local safety schemes, 20 mph zones, freight, regeneration, environment, accessibility and controlled parking zones.

The programmes also included cycle parking, Olympic Cycle Networks, shared space, reduction of clutter and electric vehicle charging points

- Smarter Travel programmes – School and Workplace Travel Plans, travel awareness, education, training and publicity
- Maintenance programmes – bridge strengthening and assessment, and principal road renewal
- Major Schemes – interventions generally costing more than £1m over the whole life of the project

3.33 The Programme must identify proposed spend by year (ie separately for 2011/12, 2012/13, and 2013/14), and by broad category.

3.34 Category headings should be determined by individual boroughs and could be based on corridors, areas, policy themes, or intended outcomes. Boroughs are advised to consider packages or groups of complementary and holistic measures, designed to deliver a range of area or corridor-based outcomes.

3.35 The LIP does not need to provide details of every scheme or measure the borough is intending to implement, or the component details of proposed packages of measures.

3.36 Boroughs are required to identify all interventions which are intended to be wholly or partly funded using LIP funding from TfL in the Programme of Investment. Boroughs

¹² The term intervention is used here in a generic sense and refers to individual schemes, packages of complementary measures, revenue and policy-based initiatives covering all modes and a range of sizes and scale.

should identify the proposed source of funding for each of these interventions, ie how much is from LIP funding allocations and how much comes from other sources. These might include the council's own capital and revenue sources, Section 106/Community Infrastructure Levy (CIL) contributions, Government grants, Community Infrastructure Fund (CIF) or funding generated from Business Improvement Districts (BIDs).

- 3.37 Boroughs are not required to include interventions which do not need any LIP funding. However, non-LIP funded interventions can also contribute to the delivery of LIP objectives and targets, and boroughs may find it useful to include these to show how they support the LIP-funded element of the borough's Delivery Plan. In particular, boroughs are encouraged to identify major areas of investment to be funded by TfL, Growth Area or European Objective funding.
- 3.38 The Programme of Investment must be based on a realistic view of funding and must not contain un-costed or unaffordable projects. Longer term or aspirational proposals can be referred to in supporting commentary but should not be included in the Programme itself.
- 3.39 Proposed levels of spend should be treated as indicative only. Boroughs will be able to confirm their detailed programmes on a yearly basis, in their Annual Spending Submissions to TfL. Boroughs have the flexibility to change or update their annual programmes in response to, for instance, delays and cost over-runs, stakeholder feedback, new evidence of the

impact of previous similar interventions or changes in priorities, etc. For example, a borough may wish to give greater priority to road safety investment, if monitoring of performance indicators at the end of Year 1 (2011/12) shows an increase in the number of road casualties. However, such decisions will need to take account of the impact of reduced investment in other policy areas.

- 3.40 Boroughs should present their Programme of Investment using proforma A in Appendix C. A Microsoft Excel version is available on the Boroughs Extranet, and should be submitted to TfL alongside the borough's second LIP. Boroughs may add additional information, if they so wish, in the version presented in their LIP.
- 3.41 Completed proformas will be uploaded to the Boroughs Portal.

Supporting commentary

- 3.42 Boroughs are required to provide supporting commentary on:
- How the Programme of Investment has been derived, including how potential interventions have been identified and prioritised, and practical considerations relating to timescales, capacity, consultation
 - How the proposed packages/interventions will contribute to the MTS goals
 - The role of revenue-based investment, policy decisions, and third party actions (including commitments outlined in TfL's Business Plan and Investment Programme) in delivering the borough's LIP objectives

- How the delivery of the Mayor’s high profile outputs will be supported at a local level, for instance through the application of Better Streets principles in the development of new schemes. Reference should be made to the output definitions set out in Appendix E.

Identifying potential interventions

- 3.43 Boroughs are encouraged to consider a range of options when identifying potential interventions that will address their LIP objectives. Options should include measures that reduce or influence the need to travel, as well as those that involve capital spend. Revenue options are likely to be of particular relevance in bringing about behavioural change and tackling climate change.
- 3.44 Options should address issues relating to local town centres, local strategic corridors and neighbourhoods, and gateways on to strategic networks.
- 3.45 In determining which types of intervention will best deliver the LIP objectives, boroughs are encouraged to address the following questions relating to policy fit, value for money, affordability, deliverability, risk, and achievement of targets:
- Which LIP objectives will this type of intervention address?
 - What is the likely impact, in terms of outcomes and target delivery, geographical extent, number of individuals/vehicles affected and how, types of travellers/users affected etc?
- How severe are existing problems and how strongly is this intervention needed?
 - What is the interaction with other types of intervention?
 - Is this type of intervention cost effective and does it represent good value for money? For example, is there evidence to suggest that it has worked well in the past (locally or elsewhere)? Does it add value to existing infrastructure?
- 3.46 Potential interventions should be based on an analysis of problems and challenges, and may be identified from separate policy-based strategies or action plans, or evidenced-based recommendations from experienced and professional transport planners, council members, the LSP, other local service providers, key stakeholders and the general public.
- 3.47 Boroughs should take into account Strategic Environmental Assessment (SEA) and Equality Impact Assessment (EIA) requirements (where relevant), when determining which interventions will best deliver their LIP objectives – see section on statutory processes at the end of this chapter. Consideration should also be given to other mandatory duties, including boroughs’ Network Management Duty, Air Quality Action Plans, Rights of Way Improvement Plans, and other Mayoral and local strategy documents.
- 3.48 Boroughs are advised to discuss potential interventions with relevant officers within TfL. A list of contacts can be found on the Boroughs Extranet (under Local Implementation Plans > Help and guidance > Contacts).

- 3.49 Boroughs are also advised to identify how they expect TfL and other partners to contribute to the delivery of their LIP objectives and specific types of interventions.
- 3.50 Further guidance on identifying potential interventions (or option generation) can be found at www.konsult.leeds.ac.uk.

Timetable for delivery

- 3.51 To comply with legal requirements, the Delivery Plan must contain a timetable for implementing each of the different proposed interventions and a date by which all proposals will be implemented.
- 3.52 Where it is possible to provide dates for individual interventions, boroughs should set these out, as well as the date by which they will all be implemented.

Advice - prioritising potential interventions/options

Where the potential number of schemes exceeds the level of funding available, boroughs will need to prioritise investment, taking account of technical, political and practical considerations.

It is for boroughs to decide how to prioritise their potential interventions/options. Factors which might be taken into account include:

- Their relative contribution to LIP objectives
- Evidence that the investment represents best use of resources. This should take into account the level of expected benefits (with evidence to support this), the need for improvement and severity of existing problems, impact (geographical extent or number of individuals/vehicles affected), other distributional impacts (who or which groups of people will be affected), links with other schemes
- Deliverability – the likelihood of a scheme being delivered on time and to budget without significant stakeholder opposition (potentially controversial schemes may require longer timescales to allow for consultation)

Potential interventions should be prioritised and packaged together to produce a programme which delivers best value for money against the borough's identified objectives. Trade-offs may need to be made when deciding where to focus resources and it is important that boroughs develop their own procedures to aid this process. This is likely to involve a combination of both technical and political considerations.

Further guidance on developing a prioritised Programme of Investment can be found in Advice on the Prioritisation of Smaller Transport Schemes (DfT, 2008)¹³. In addition, the DISTILLATE¹⁴ team has developed a Small and Local Scheme Assessment Tool¹⁵ which boroughs may find useful.

¹³ Available at www.dft.gov.uk/pgr/regional/ltp/guidance > Prioritisation.

¹⁴ Design and Implementation Support Tools for Integrated Local Land Use, Transport and the environment is one of 14 research programmes funded under the UK Engineering and Physical Sciences Research Council's overarching programme for the development of a sustainable urban environment.

¹⁵ Available at www.distillate.ac.uk/outputs/products.php.

- 3.53 Where this is not practicable boroughs should consider following the approach whereby one date by which they will all be implemented has been given, but those interventions that are on-going are clearly indicated:

Example text – ‘The specific interventions set out in this Delivery Plan will be delivered by April 2014 (or 2015 for one Major Scheme, Lee Vale Link Road) unless they are ongoing measures, eg road safety education and training. The interventions marked with an asterisk (*) are considered to be ongoing for the foreseeable future.’

- 3.54 Boroughs are required to state that the Delivery Plan will be ‘refreshed’ at least every three years.

Maintenance and bridge strengthening

- 3.55 Within their Programme of Investment boroughs are required to identify proposals for principal road maintenance and bridge strengthening. The Delivery Plan should state clear priorities and set out criteria that the borough will use in identifying areas of spend.
- 3.56 A borough’s maintenance and bridge strengthening programme should take account of, or be developed in parallel with, the borough’s transport or highway asset management priorities.

Transport Asset Management Plans

- 3.57 For many years, local authorities have been required to demonstrate that they are making best use of their property and other assets, in

the form of Asset Management Plans. The DfT is now encouraging local authorities (including London boroughs) to extend this to highway or transport assets. Transport or Highway Asset Management Plans (TAMP or HAMP) are not mandatory or statutory documents, but are regarded as best practice in terms of ensuring efficient management of transport-related assets. Furthermore, the Audit Commission has identified ‘strategic asset management’ as one of the key lines of enquiry for auditors undertaking future CAAs. Transport asset management is specifically included as an element which could be assessed under the ‘use of resources’ theme.

- 3.58 The compilation of a TAMP or HAMP provides boroughs with a tool to:

- Support the corporate provision of detailed information on the assets held by the whole authority, enabling better definition of longer-term corporate need and continual challenge to asset holding/use
- Establish and communicate a clear relationship between the programme set out by the TAMP and the borough’s LIP targets and objectives, and ensure existing assets are in a condition compatible with the delivery of the LIP
- Enable the value for money of road maintenance to be considered more effectively against other local transport spending, and assist transport plan production
- Present evidence of efficient use of resources to CAA auditors

- 3.59 The TAMP/HAMP should set out the role for corporate and (where appropriate) highway asset managers and cover service levels, investment, risk assessment and monitoring processes. It should be a stand-alone document, which is strongly aligned with the LIP.
- 3.60 Further guidance and advice on developing a TAMP/HAMP can be found in:
- Well-maintained Highways – The Code of Practice for Highways Maintenance Management (Roads Liaison Group, July 2005)¹⁶
 - Management of Highway Structures – A Code of Practice (Roads Liaison Group, September 2005)¹⁷
 - Framework for Highway Asset Management (County Surveyor’s Society, April 2004)¹⁸
- 3.62 Further details on the Major Scheme funding mechanism and bidding process are provided in Chapter 4. For schemes worth more than £2m over the whole life of the project, a business case must also be submitted as part of this process. In addition, all schemes worth more than £2m over the whole life of the project will be specifically assessed through a light-touch Design Review process to ensure high standards and broad conformity with the Mayor’s vision for the public realm.
- 3.63 Boroughs planning to bid for Major Scheme funding are required to include the following information within their Delivery Plan:

- Outline details of Major Schemes being considered
- The relative priority attached to those schemes
- How they will be funded
- When a Major Scheme application is expected
- How the proposed Major Schemes would contribute to LIP objectives and targets, including the impact on relevant targets and trajectories

Major Schemes

- 3.61 The funding for Major Schemes, which were previously called Area Based Schemes, has increased significantly from £17.7m in 2009/10 to a proposed £28m in 2012/13. This is intended to focus delivery on fewer higher value schemes that make a transformational improvement, and assist in delivering the Mayor’s Better Streets agenda. Major Scheme funding is generally applicable to all schemes costing more than £1m, not just those relating to the former Area Based Scheme categories of Station Access, Streets-for-People, and Town Centres.
- 3.64 In certain locations, it may be possible to obtain contributions to the overall cost of a scheme from local businesses, land owners and developers. Where appropriate, boroughs are advised to demonstrate that they have attempted to do so.

¹⁶ Available at www.ukroadsliaisongroup.org/roads/well_maintained.htm.

¹⁷ Available at www.ukroadsliaisongroup.org/bridges/code_of_practice.htm.

¹⁸ Available at www.ukroadsliaisongroup.org > Asset management and valuation.

3.65 Boroughs are encouraged to liaise with TfL in identifying Major Schemes for inclusion in their LIP, to ensure that proposals are realistic. This will minimise potential risks to the wider programme, where smaller interventions complement Major Schemes. For example, if a borough develops a Corridor and Neighbourhood programme to support a proposed Major Scheme, which is subsequently found to be unrealistic and not eligible for funding, the borough may find that the rest of its Programme of Investment is no longer appropriate.

Risk assessment

3.66 Boroughs are encouraged to include a short section on risk assessment and mitigation. In preparing and considering options for their plans, they should identify all risks likely to arise. The plan itself should acknowledge programme and project risks, and include steps that can be taken to mitigate against them, plus possible remedial measures should the risks materialise. Boroughs should consider a wide range of possible risks to transport delivery, within a broader assessment of the risks to achieving the authority's goals. The DfT's Programme and Risk Management Good Practice Note (2009)¹⁹ provides further advice.

Annual Spending Submission

3.67 Boroughs will be required to submit an Annual Spending Submission to TfL, confirming the detailed programme for the following financial year. The submission for 2011/12 will need to be submitted by 8 October 2010. Submissions

for subsequent years will need to be submitted in October 2011 and 2012.

3.68 Submissions should be made using proforma A (in Appendix C), which will be uploaded to the Boroughs Portal. This is the same proforma as that used for the three-year Programme of Investment, but includes an additional requirement for information relating to the impact of interventions on the MTS outcomes, Crossrail, the 2012 Games and signal requirements.

3.69 Boroughs are expected to identify interventions that match their allocations for Corridor and Neighbourhood, and Smarter Travel programmes. However, there is discretion to increase or decrease the amount in each programme by up to 20 per cent, provided the overall value of both programmes reflects the borough's total allocations.

3.70 Boroughs will have the flexibility to change or update their annual programmes in response to, for instance, delays and cost over-runs, stakeholder feedback, new evidence on the impact of previous interventions and changes in priorities. Engagement with TfL will be necessary if significant changes need to be made.

¹⁹ Available at www.dft.gov.uk/pgr/regional/ltp/guidance > Local Transport Plans > Policies and good practice > Programme and risk management good practice note.

Preparing the Performance Monitoring Plan

Overview

3.71 Boroughs are required to prepare a Performance Monitoring Plan, identifying a set of indicators and locally specific targets which can be used to assess whether the LIP is delivering its objectives and the outcomes set out in the MTS at a borough level. It is against these targets that the success of the LIP will be judged.

Locally specific targets for mandatory indicators

- 3.72 Boroughs are required to set locally specific targets for five mandatory indicators relating to mode share, bus service reliability, asset condition, road traffic casualties and CO₂ emissions.
- 3.73 Further details regarding the rationale for choosing these outcomes, indicator definitions, data sources, the frequency of data collection and reporting, and characteristics of 'good performance' are provided in Appendix D.
- 3.74 Locally specific targets for these indicators must be agreed with TfL, and evidence should be presented to demonstrate that they are challenging and realistic in the local context. The process will be managed by TfL to ensure

Summary of core requirements

Within the Performance Monitoring Plan boroughs are required to:

- Agree locally specific targets (with annual milestones or trajectories) for the following mandatory indicators which relate to outcomes identified in the MTS:
 - - Mode share
 - - Bus service reliability
 - - Asset condition
 - - Road traffic casualties
 - - CO₂ emissions
- Interim targets should be set for 2013/14, with longer term targets identified for a future end date when the impact of sustained investment will have had a chance to take effect (eg 2020/21)
- Demonstrate a clear link between these targets, their LIP objectives and their Delivery Plan
- For each target, provide evidence that it is both ambitious and realistic, given indicative funding levels, and identify key actions needed to achieve the target. They should also identify the principal risks and show how these will be managed
- Outline how they propose to keep progress against targets under review and address areas of over or under-performance

Boroughs will be required to update their interim targets in 2013 to cover the period to 2016/17.

that overall MTS targets for the Capital are met. The Mayor has explicit power to set targets for London provided these are at least as challenging as national targets²⁰ and this cannot be negated without new legislation. Local circumstances mean that the relative priority of Mayoral targets will vary by borough.

- 3.75 In setting locally specific targets, boroughs are required to base them on a scenario which assumes no major scheme funding will be awarded. However, as part of any major scheme bid, boroughs are required to demonstrate the effect of the scheme on relevant targets and trajectories. Boroughs will be expected to update their targets accordingly if major scheme funding is secured.
- 3.76 Targets should cover the period 2010 (or 2010/11) to 2013 (or 2013/14).

Additional local targets and indicators

- 3.77 Boroughs are encouraged to identify additional indicators and targets in their LIP wherever this is likely to help protect and secure additional local funding for transport. In addition, local targets and indicators will help demonstrate the delivery of improvements on the ground, and will provide the borough with useful evidence to demonstrate its achievements in its Three-Year Impact Report (see Chapter 5). Furthermore, local targets and indicators can help identify causal factors relating to the achievement or not of the borough's local targets for the mandatory indicators.
- Target setting**
- 3.78 Boroughs are required to include a completed version of proforma B (Appendix C). They should provide details of each target set, including the base year and baseline data, plus the target year and target outcome, and trajectory information (see below). This should also be submitted in Excel format as a separate electronic file.
- 3.79 Boroughs are required to provide evidence that the target is both ambitious and realistic, given indicative funding levels. This is likely to involve a variety of approaches, with the different methodologies being used to challenge, verify and refine the targets. Potential approaches include:
- Evidence of what has worked well in recent years and forward projections for the first round LIP trends
 - Benchmarking performance against that of other 'comparable' boroughs as an indication of what is achievable
 - Engagement with important stakeholders (including TfL) and key officers within the borough
 - Consideration of national and London-wide targets
 - Quantitative analysis and forecasting evidence (where available)
- 3.80 Target setting should take account of the impacts (positive and negative) of any planned

²⁰ GLA Act 1999, s 41(9)

developments or infrastructure investment by TfL over the life of the LIP.

3.81 Boroughs are also required to identify:

- Key actions needed to achieve the target – including details of the types of interventions that will need to be implemented (with reference to the Delivery Plan) and any other actions that will need to be carried out by local partners
- The principal risks to achieving the target and how these will be managed – eg capacity issues, potential opposition to specific aspects of the Borough Transport Objectives, reliance on external funding (such as developer contributions or European funding), potential disruption to the network, decisions made by operators,

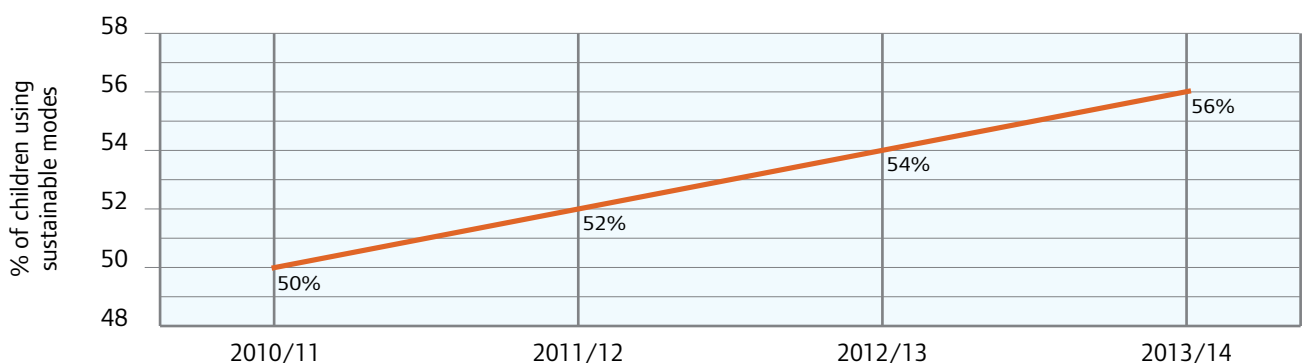
poor use of new infrastructure, investment not delivering the expected outcomes, changes in standards (design, safety and environmental) affecting implementation, priorities of other stakeholders, effectiveness of partnerships and potential negative impacts on other target areas,

3.82 In particular, boroughs should identify the role of key partners, including TfL, in delivering the target.

Trajectories

3.83 Boroughs are required to set trajectories, with annual milestones, for each of the agreed mandatory targets. Boroughs should present this information in the form of a simple graph for each target (Figure 3.1).

Figure 3.1: Example of a linear trajectory



Target: Increase the percentage of children travelling to school by sustainable modes from 50 per cent in 2010/11 to 56 per cent in 2013/14.

3.84 A target trajectory should show the projected rate of progress between the baseline situation and the intended target. Trajectories should not necessarily reflect steady linear progress towards a target, but should, where possible, be drawn in a way that accurately relates to the planned implementation of relevant schemes and policies. Where this is not possible, a linear trajectory is sufficient.

3.85 Trajectories will allow boroughs to assess, on a regular basis, the progress they are making towards each of their targets and, if necessary, make changes to their programmes to reflect areas of strong or weak performance.

Performance management

3.86 Boroughs are required to outline how they propose to keep progress against targets under review and address areas of over or under-performance. This might include:

- Regular monitoring of outcomes and processes to refocus the delivery programme and get targets back on track
- Robust mechanisms for ensuring the council and its partners remain focused on delivering the LIP objectives
- Regular meetings between cabinet members and senior officers covering transport and other policy areas, to ensure extensive reporting of performance against targets is undertaken

3.87 A borough's approach to managing performance of their LIP should be aligned with other performance management practices adopted elsewhere in the authority (eg those for the LAA).

Consultation

3.88 The GLA Act 1999 places a duty on boroughs, when preparing a LIP, to consult:

- The relevant Commissioner or Commissioners of Police for the City of London and the Metropolis²¹
- TfL
- Where appropriate, organisations representing disabled people
- Other London boroughs whose area is, in the opinion of the council preparing the LIP, likely to be affected by the plan
- Any other person required to be consulted by the direction of the Mayor

3.89 Boroughs may also wish to consult with:

- Elected members
- The LSP
- Local community groups, transport user groups, environmental groups and representatives of younger and older people (for example the London Cycling Campaign, Sustrans, Living Streets, English Heritage, the Road Haulage Association, the Freight Transport Association, the AA and the RAC)

²¹ As quoted in the GLA Act 1999, s 145(2) and (5). In practice it is more appropriate to consult with the relevant Borough Commander.

- A mobility forum, or similar
- Other service sectors (eg health, education, planning, police, fire)
- Crime and disorder reduction partnerships
- Business communities, including BIDs, large employers and London First
- Transport operators and private hire vehicle companies

3.90 It is important that boroughs work in partnership with neighbouring authorities, within and bordering London, to ensure relevant strategies and Delivery Plans are aligned.

3.91 Boroughs may also wish to engage with the relevant sub-regional and other partnerships for their area, especially to ensure alignment between their second LIP and priorities that are likely to be included in the evolving SRTP. Where relevant, boroughs may also wish to consult the Olympic Delivery Authority.

3.92 It is for boroughs to decide how they consult on their Borough Transport Objectives. Options to be considered include representative working groups, forums, ongoing market research, questionnaires and web-based consultation.

3.93 Boroughs are required to provide evidence to show that all statutory consultees have been engaged with during the LIP preparation and formal statutory consultation period. They must also demonstrate how their views have been taken into account. Other organisations/groups that have been consulted should also be identified.

3.94 Key contacts within TfL can be found on the Boroughs Extranet (under Local Implementation Plans > Help and guidance > Contacts).

Statutory processes

3.95 There are a number of statutory duties and processes which boroughs are required to consider in preparing their LIPs.

a) SEA

3.96 European Directive 2001/42/EC (known as the Strategic Environmental Assessment or SEA Directive), requires a formal environmental assessment of certain plans and programmes that are likely to have significant effects on the environment. It applies to statutory plans and programmes whose preparation began on or after 21 July 2004. It also applies retrospectively to those whose formal preparation began before this date, but which have not been adopted, or submitted to a legislative procedure leading to adoption, by 21 July 2006.

3.97 Authorities that prepare and/or adopt a statutory plan or programme that is subject to the directive must prepare a report on its likely significant environmental effects, consult environmental authorities and the public, then take the report and the results of the consultation into account during the preparation process and before the plan or programme is adopted. They must also make information available on the plan or programme as adopted and state how the

environmental assessment was taken into account. Basic procedural and technical requirements are set out in the directive, which member states can choose to implement within their existing systems.

- 3.98 The directive is implemented into English law by the Environmental Assessment of Plans and Programmes Regulations 2004 (SI 2004/1633 as amended). The revision of the MTS has been subject to the regulations and an Integrated Impact Assessment was published with the draft MTS.
- 3.99 Boroughs should seek their own advice on how to comply with the SEA Directive (European Directive 2001/42/EC), and on the length of time required to consult with the public and stakeholders. Boroughs should also liaise with London Councils to ensure that SEA requirements are met in a cost-effective and consistent manner.
- 3.100 However, TfL is of the view that a formal revision of a borough's LIP is likely to be subject to mandatory assessment under the regulations and will involve the preparation of an environmental report, to be available during public consultation on the proposed LIP. TfL considers the Government's Code of Practice on Consultation²², and the normal 12-week period recommended by the code, to be relevant.
- 3.101 Guidance on undertaking SEAs can be found on the Department for Communities and Local Government's website²³.
- ### b) EQIA
- 3.102 Boroughs have a duty under race, disability and gender legislation²⁴ to carry out an EQIA of their LIP. This should identify whether or not (and to what extent) a LIP has an impact (positive or negative) on a particular equality target group, or whether any adverse impacts identified have been appropriately mitigated.
- 3.103 It is recommended that, as best practice, the EQIA should encompass race, gender, disability, age, religion/belief and sexual orientation. As with the SEA, it is important that the EQIA is an integral part of devising a LIP. Boroughs should have regard to the needs of equality target groups in both developing and implementing their plans.
- 3.104 Advice on undertaking EQIAs can be found in Equality Impact Assessments - how to do them (TfL, 2004)²⁵.
- ### c) Disability Equality Duty
- 3.105 The Disability Discrimination Act 2005 requires local authorities to promote equality for disabled people, and to have regard to the needs of disabled people, both in developing and implementing plans.

²² Code of Practice on Consultation (HM Government). Available at www.berr.gov.uk/policies/better-regulation/consultation-guidance.

²³ A Practical Guide to the Strategic Environmental Assessment Directive (DCLG, 2006). Available at www.communities.gov.uk/localgovernment > Search > A practical guide to SEA.

²⁴ Race Relations (Amendment) Act 2000, requirement to produce and publish a Race Equality Scheme. Disability Discrimination Act 2005, requirement to produce a Disability Equality Scheme. Equality Act 2006, requirement to produce a Gender Equality Scheme.

²⁵ Available at www.tfl.gov.uk/assets/downloads/corporate/eia-06-04.pdf (160KB).

d) Network Management Duty

- 3.106 Boroughs are reminded that under the Traffic Management Act 2004, local highway authorities (including London boroughs) have a statutory duty to manage their road network to secure swift movement of traffic, and pedestrians, on their network and to facilitate the same on the networks of other authorities.
- 3.107 Section 18(2) of the act requires an authority to have regard for the Network Management Duty (NMD) Guidance, published by the DfT in December 2004. This requires boroughs to indicate in their LIP the arrangements they have established for fulfilling the Network Management Duty and show that they have taken it into account when preparing their Delivery Plan.
- 3.108 The guidance recognises that particular circumstances exist in the Capital, requiring a large number of traffic and highway authorities to work together to deliver the improvements that the Network Management Duty encourages.

Chapter four – Funding and approval of LIPs

TfL LIP funding

- 4.1 Core funding for the implementation of the second round of LIPs will continue to be provided by TfL. This is for the specific purpose of investing in transport-related programmes and, in accordance with section 159 of the GLA Act 1999, should not be spent on other activities²⁶.
- 4.2 In addition boroughs are advised to maximise the level of funding available from other sources, for example their own funding, contributions from the private sector or other government grants.
- 4.3 LIP funding from TfL will be allocated to boroughs for:
 - Corridors and Neighbourhoods programmes²⁷
 - Smarter Travel programmes
 - Signals
 - Maintenance programmes
 - Major Schemes
- 4.4 The indicative funding allocations to support boroughs’ three-year Programmes of Investment (2011/12 to 2013/14) are set out in Table 4.1 below. Boroughs are being informed of their individual allocations in parallel with the publication of this guidance.

Table 4.1: Three-year indicative funding allocations for all boroughs

Funding programmes	2011/12	2012/13	2013/14
Corridors and Neighbourhoods	£80.3m	£80.3m	£80.3m
Smarter Travel	£13.3m	£13.5m	£13.5m
Signals	£8.1m	£5.7m	£5.7m
Maintenance	£22.3m	£22.5m	£22.5m
Major Schemes	£26m	£28m	£28m
Total	£150m	£150m	£150m

²⁶ Section 159 states ‘In deciding whether to give financial assistance to a London authority under this section Transport for London may have regard [...] (a) any financial assistance or financial authorisation previously given to the authority by any body or person and (b) the use made by the authority of such assistance or authorisation.’

²⁷ Corridors and neighbourhoods were separate programmes for LIP Transition Year (2010/11), but have been combined for the second round of LIPs.

A more detailed note on the breakdown of funding by borough, including the top-sliced allocations for partnerships and other support such as the Local Transport Funding, can be found the Boroughs Extranet (under Local Implementation Plans > LIP funding).

- 4.5 TfL will continue to pay boroughs for LIP projects in arrears, as soon as they provide information to show that the work has been completed. Boroughs will not be required to submit the bi-monthly reports required in the first LIP period, however, engagement with TfL may be necessary if significant changes are to be made to the annual programme.

Funding for Corridors and Neighbourhoods and Smarter Travel programmes

- 4.6 Funding can only be used for LIP-related projects, but boroughs will have the flexibility to decide which specific schemes they spend their allocation on.
- 4.7 Indicative allocations for boroughs are determined using a needs-based formula, focused on the achievement of objectives and outcomes. This has been developed with London Councils and LoTAG. The formula assesses need on the basis of a set of metrics and these are weighted according to Mayoral priorities.

Funding formula for Corridors and Neighbourhoods and Smarter Travel programmes

The formula is structured around a set of need-based indicators relating to four transport themes:

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

These themes were identified for the Transition Year (2010/11) funding formula and remain representative of the transport outcomes that boroughs will need to deliver in order to achieve the MTS goals.

The four themes will be weighted as follows:

- Public transport (10 per cent)
- Road safety (26 per cent)
- Congestion and environment (41 per cent)
- Accessibility (23 per cent)

The weightings reflect historic levels of spend, but have been updated for current priorities.

The corresponding split between corridors and neighbourhood programmes and smarter travel programmes is 87:13 per cent.

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

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

Funding for signals

- 4.8 To ensure uniformity, London Councils and TfL, via the Traffic Control Liaison Committee (TCLC), have jointly produced objective guidelines entitled Justification for Traffic Signals, which can be found on the Boroughs Extranet (under Borough and regional information > Traffic signals and infrastructure > Traffic infrastructure). To avoid unnecessary signals being installed (and thereby possibly being reviewed for removal sometime in the future) boroughs are advised to consider alternative means of delivering the desired outcome wherever possible, eg different types of traffic management tools.
- 4.9 In addition to carefully considering the need for new traffic signals as part of a LIP scheme, and only proposing them when there is no realistic alternative, boroughs are also encouraged to consider removing any existing traffic signals that are no longer considered necessary or are no longer serving the purpose for which they were originally introduced. An example would be where traffic and/or pedestrian patterns have changed significantly as a result of a land development, traffic management or other environmental measures and there is no longer a need for traffic signals to manage the conflict between the two.

Funding for Maintenance programmes

- 4.10 Funding for principal road maintenance and bridge strengthening will continue to be allocated on the basis of condition survey information.

Funding for Major Schemes

- 4.11 Boroughs can apply for a portion of the required funds for large schemes (generally accepted to be more than £1m) through the Major Scheme process, with the remaining funds coming from other identified sources, including the allocation for corridors and neighbourhoods. This will help deliver the Mayor's Better Streets agenda and will focus on the delivery of fewer higher value schemes that make a significant improvement to the urban realm.
- 4.12 Funding for Major Schemes (formerly called Area Based Schemes) will be awarded through a competitive bidding process. This follows a three-step process, described in detail in Guidance for Submission of Area Based Schemes (March 2008), which continues to provide the basis for Major Scheme submissions. The three steps are:
- Justification based on need
 - Scheme development, including consultation and detailed design
 - Preparation of tender documents and implementation
- 4.13 For schemes worth more than £2m over the whole life of the project, a business case must also be submitted as part of this process. In addition, all schemes worth more than £2m will be specifically assessed through a light-touch Design Review Process to ensure high standards and broad conformity with the Mayor's vision for the public realm.

- 4.14 Boroughs are encouraged to consider how funding from other sources can contribute to the costs of Major Schemes. In certain locations, it may be possible for boroughs to obtain contributions from local businesses, landowners and developers. Where appropriate, boroughs are advised to demonstrate that they have attempted to do so.
- 4.15 Major Scheme funding is applicable to all scheme types, not just those relating to the former Area Based Scheme categories of Station Access, Streets-for-People, and Town Centres.

Consideration of other sources of funding

- 4.16 Boroughs are advised to consider additional sources, other than TfL LIP funding, that could be used to wholly or partly fund projects which will help to achieve their transport objectives. Boroughs should identify:
- Non-TfL LIP funding to deliver a particular project (for example council capital and revenue-related funding, government grants, CIF, Section 106/CIL contributions)
 - Sources for non-TfL LIP funded Major Schemes (for example those to be delivered using the Growth Area Fund or European Objective funding)
 - Sources for projects which are not to be funded through TfL LIP funding, but which are integral to the delivery of the LIP objectives (for example, Smarter Travel measures to be delivered with council revenue-related funds)
- 4.17 TfL does not encourage boroughs to include in their LIPs details of non-LIP funding expenditure which is not related to projects due to be delivered through the Programme of Investment.
- ### GLA Act 1999 (as revised) section 159 requirements
- 4.18 Under section 159 of the GLA Act 1999, financial assistance provided by TfL must be for a purpose which, in TfL's opinion, is conducive to the provision of safe, integrated, efficient and economic transport facilities or services to, from or within Greater London. To ensure this purpose is met when exercising its functions under section 159, TfL will have regard to the following matters in relation to activities undertaken by a borough:
- Use of TfL funding for the programmes or proposals for which it was provided
 - Removal or substantial alteration of works carried out or infrastructure installed, with the benefit of TfL funding, without the prior written consent of TfL
 - Implementation of the goals, challenges, outcomes and manifesto commitments of the Mayor, as outlined in the MTS
 - Other reasonable TfL requests for project management reports and other information relating to the provision of financial assistance
- 4.19 Section 159 also allows TfL to impose conditions on financial assistance it provides, and in specified circumstances require repayment. As a general condition applicable to all future TfL financial assistance, TfL requires the recipient to:

- Use funding for the purpose for which it was provided, except with prior written approval from TfL
- Comply with the requirements as set out in this guidance

4.20 In circumstances where the recipient breaches the above conditions, TfL may require repayment of any funding already provided and/or withhold provision of further funding. In circumstances where, in TfL's reasonable opinion, funding is being used, or is about to be used in breach of these requirements, TfL may suspend payments or withdraw funding pending satisfactory clarification.

Audits

- 4.21 TfL has the right to carry out random and/or specific audits in respect of financial assistance provided by TfL.
- 4.22 Authorities will have their own requirements for auditing. TfL may also exercise its right to carry out random and/or specific audits in respect of financial assistance provided by TfL.
- 4.23 In addition, boroughs are required, when requested, to provide TfL with records and other information relating to the provision of financial assistance for the purpose of conducting an audit. This may include access to documents and interviews with relevant personnel.
- 4.24 To comply with general audit requirements, boroughs must ensure that invoices can be easily linked to the programmes of they relate to. Similarly, charges for work carried out by

in-house borough organisations and staff time spent on approved projects must be supported by a detailed document certifying the amounts claimed and identifying the relevant schemes or interventions

Objective of audits

- 4.25 TfL will adopt a risk-based approach to audits and use them to develop both best practice and to confirm whether:
- Funds paid are used for the programmes of schemes or purposes intended, as agreed by TfL
 - ICS payments for funds are supported by the necessary certified invoices and/or statements of in-house resource expenditure
 - Works or infrastructure installed with the benefit of TfL funding have been removed or substantially altered without TfL's prior written consent
 - Borough transport activities are conducive to the provision of safe, integrated, efficient and economic transport facilities or services to, from or within Greater London. They must also lead to the implementation of proposals contained in an approved LIP

Scope of audits

- 4.26 Most audits will be limited to the first two objectives above and will cover only financial aspects. Full audits covering all of the objectives may be performed when, in the opinion of TfL, circumstances warrant it. A financial audit may be extended to a full audit on the discovery of relevant findings or exceptions.

- 4.27 An audit may cover all or part of a borough's funding. Generally, a random audit will review current and/or recently completed projects; a specific audit will be in response to particular circumstance or information obtained by TfL.

Frequency of audits

- 4.28 TfL audits may be performed in response to identified risks or significant potential exceptions.
- 4.29 From time to time, TfL will continue to ask boroughs about the extent of checks that are made on TfL-funded activity, including the submission of claims. Boroughs must also inform TfL of significant exceptions or findings relevant to their funding.
- 4.30 TfL asks that boroughs bring the paragraphs in this section to the attention of their internal and external auditors.

Approval of LIPs

- 4.31 TfL, on behalf of the Mayor, will assess boroughs' LIPs to ensure that the core requirements have been adhered to. LIPs which meet these requirements will be recommended for formal approval by the Mayor²⁸.
- 4.32 The criteria that will form the basis of the assessment process can be found in Table 4.2. The full assessment framework can be found in Appendix G.
- 4.33 Where these requirements appear not to have been met, TfL may request that boroughs submit a revised LIP, within a given timescale, or may choose to meet with boroughs to discuss outstanding issues.

²⁸ Section 143(1). Under s163(3) the Mayor cannot approve a LIP unless he considers that:

- It is consistent with the MTS
- The proposals contained in the LIP are adequate for the purposes of the implementation of the MTS
- The timetable for implementing the proposals (eg the three-year Programme of Investment) and the end date by which the proposals are implemented are adequate

The Mayor has extensive powers to prepare the LIP if an authority fails to prepare one that is, in his opinion, adequate (s 147).

Table 4.2: Assessment criteria matrix

Criteria	Evidence base
Criterion: MTS goals and SRTPs	
The LIP fully reflects the five (or six)* MTS goals and the challenges outlined in the relevant evolving sub-regional plans	LIP Transport Objectives (policy influences)
Criterion: Local corporate and statutory context	
Demonstration of the link between the LIP and local strategies eg SCS, LSPs, LAAs, LDFs, AQAPs and other statutory requirements	LIP Transport Objectives (policy influences)
Criterion: Situation analysis	
Clear evidence that there is a link between the local problems, challenges and opportunities identified as part of the evidence supporting the LIP's Transport Objectives and the five (or six)* MTS goals, and that there is a clear timeframe for when the objectives will be fulfilled	LIP Transport Objectives
Criterion: Delivery plan	
Is there a clear Delivery Plan with a realistic programme of delivery and funding? Are there clear links to the MTS goals? Is there a high level risk assessment and a statement confirming that the Delivery Plan will be 'refreshed' at least every three years?	LIP Delivery Plan
Criterion: Targets and monitoring progress	
Clear evidence that the LIP Monitoring Plan contains SMART targets, setting out key actions for delivery with principal risks and mitigating actions. Clear evidence of how the targets will be monitored	LIP Performance Monitoring Plan
Criterion: Consultation	
Demonstration that all the statutory consultees have been consulted and that any other additional consultees have been involved in the preparation and/or consultation on the LIP	LIP Consultation Section

* See paragraph 2.7

	Score	
	Adequate	Not adequate
	Clear demonstration of the relationship between the five (or six)* MTS goals and the borough's transport objectives. LIP Transport Objectives are clearly cross-referenced to, and consistent with, five (or six)* MTS goals and the sub-regional challenges.	The five (or six)* MTS goals are not referred to and there is no reference to the sub-regional challenges
	Clear reference to the borough's Community Strategy and evidence that LIP/SCS/LAA/LDF/AQAP/NMD/TAMP objectives are aligned. References also included as to how the SEA and EQIA has influenced the LIP	There is no evidence that the LIP has been influenced by other corporate strategies or statutory requirements in any way
	Clear evidence of how the evidence that supports the LIP's Transport Objectives have been based on a local interpretation of the five (or six)* MTS goals, and a timeframe for fulfilment is clearly demonstrated	The five (or six)* MTS goals not referred to in the evidence supporting the Transport Objectives, or only in passing, and no timeframe for fulfilment has been included
	The Delivery Plan funding total(s) overall (including, where relevant, 20 per cent over programming) match the three-year indicative LIP allocation totals published by TfL in the second LIP Guidance. There is a reasonable contribution made by the borough or other funding sources to supplement some Delivery Plan packages. The proposed delivery timeline is demonstrated as achievable. Links to the MTS goals have been clearly demonstrated. There is clear evidence that risks have been identified and mitigation measures considered. A statement confirming that the Delivery Plan will be refreshed every three years has been included	The Delivery Plan funding totals do not match the three-year indicative LIP allocation totals published by TfL in the second LIP Guidance. There is no supplementary funding identified for any packages. The timeline for delivery is under/over-ambitious. There are no links to the MTS goals, or they are only mentioned in passing. There is no mention of risk and there is no statement confirming that the Delivery Plan will be refreshed every three years
	Clear evidence of how the targets and performance indicators (mandatory and local) have been developed and agreed with TfL. Clear evidence that they are realistic, ambitious and demonstrably linked to the interventions proposed in the Delivery Plan and any LAA targets, where relevant. Clear evidence that the trajectories are realistic and that risks have been identified and addressed	There is no evidence to support the targets set out in the LIP, no link to Delivery Plan interventions, no evidence that the trajectories are realistic, no risks have been identified and there is no evidence of how targets will be monitored
	Clear evidence that all consultees, including any additional groups, have been consulted during the LIP preparation and as part of the consultation process	No evidence that the statutory consultees have been consulted or there is evidence that they have not been consulted

Chapter five – Delivering and reporting on second round LIP programmes

Reporting and engagement with TfL

Annual reporting

- 5.1 Boroughs will be required to submit the following to TfL on an annual basis:
- An Annual Spending Submission in October, confirming the detailed programmes for the following financial year (see paragraphs 3.67 to 3.70)
 - A report detailing the delivery of outputs including the following:
 - Cycle Superhighway schemes
 - Cycle parking
 - Electric vehicle charging points
 - Better Streets
 - Cleaner local authority fleets
 - Street trees
- 5.2 Outputs from individual schemes or packages of schemes delivered during the course of the previous financial year should be reported each July, using proforma C in Appendix C. This will enable the Mayor and TfL to monitor delivery across all London boroughs and will replace the requirement to report spend and delivery information on a bi-monthly basis.
- 5.3 Boroughs will also be required to keep their live Programme of Investment up to date on the Boroughs Portal.

Annual meetings with TfL

- 5.4 TfL wishes to be a ‘critical friend’ to ensure that planning and delivery of transport improves across all boroughs. It will therefore provide support to boroughs in the development and delivery of second round LIPs.
- 5.5 TfL expects to meet each borough formally at least once each year to discuss progress on delivery of LIP programmes, and whether targets are on track to be achieved. These meetings will be forward looking, so key opportunities and risks to delivery over the remaining LIP period will be discussed. Engagement meetings will focus on any areas of weaker performance to ensure that measures are in place to strengthen them in future. TfL will also discuss any significant changes to the overall Programme of Investment.
- 5.6 The outcomes of these meetings, which will be documented through an annual review letter, may help the Audit Commission prepare the borough’s CAA.
- 5.7 TfL reserves the right to request further information from boroughs whose performance against outcomes raises concern that key targets are at significant risk of not being achieved.

Three-Year Impact Report

- 5.8 At the end of the second LIP period, in 2014, boroughs will be required to prepare and publish a Three-Year Impact Report setting out their expenditure and implementation of LIP programmes, target achievement and evidence

of how the second LIPs have contributed to wider policy objectives for local areas.

- 5.9 TfL will undertake a formal review of these reports. The results may inform the funding formula for the third round of LIPs.
- 5.10 Outline guidance on the format, contents and assessment of the second LIP Three-Year Impact Reports is set out in Appendix F.
- 5.11 Boroughs are encouraged to review their own performance annually, in terms of their progress against agreed second LIP targets and based on monitoring data provided by TfL.

Delivering the plan

- 5.12 While the final second LIP, prepared by each borough and approved by the Mayor, will provide a strong framework for improving transport locally, this will only happen if effective arrangements are put in place at an early stage to oversee delivery, identify and manage risks and monitor outcomes.
- 5.13 Boroughs are advised to set up appropriate management systems for the planning, monitoring and performance management of their transport programmes. These should be linked, as appropriate, to wider business improvement and performance management systems within the council, as well as, if applicable, equivalent arrangements for delivering and monitoring the LAA.
- 5.14 Setting up clear, transparent and accountable programme and performance management

systems will support the effective delivery of the LIP, and ensure that delivery is focused on achieving the targets. They will help those responsible to track progress and, where necessary, decide on corrective action. Boroughs should be clear on the schemes that need to be pursued, the projected budget and timescales, the targets and the trajectories for their achievement.

- 5.15 Effective risk management is essential to the delivery of second round LIPs and boroughs should identify key risks to delivery at an early stage. These should be monitored during implementation, alongside mitigation measures and remedial actions should the risks in question materialise.
- 5.16 The Audit Commission will consider a borough's effectiveness in managing delivery as part of its new CAA. It is also likely to seek clear evidence of how well boroughs are working with partners in delivering key sub-regional and local priorities.

Scheme monitoring and sharing best practice

- 5.17 Boroughs will not be required to submit the annual Outcome Monitoring Reports concerning the delivery of individual schemes and programmes, which were required in the first LIP period. They are encouraged, however, to work together to develop and share best practice on interventions that are particularly effective in delivering LIP objectives and make a visible difference to local areas. TfL is keen

to work with London Councils and boroughs to establish effective mechanisms to achieve this.

- 5.18 This information will be used to establish best practice and gather evidence about the impact of different interventions. It will also provide important supporting evidence for boroughs on the effectiveness and value for money of different types of schemes, and could help inform future target setting and scheme prioritisation.
- 5.19 Evidence of effective outcomes can also be useful in making the case for continued support for transport, both internally within the council, but also externally to TfL, a range of local stakeholders and the Audit Commission. In this context, boroughs may find it useful to refer to data in the benchmarking tool which is available on the Boroughs Extranet (under Local Implementation Plans > Help and guidance > Supporting information).
- 5.22 While boroughs will be required to prepare a new Delivery Plan in 2013 for the period 2014/15 to 2016/17 (or longer for proposed Major Schemes), and update their interim targets to cover the period to 2016/17, this does not constitute a formal revision of the LIP.

Updating the LIP Guidance

- 5.20 The Mayor does not intend to make substantial updates to this Guidance ahead of 2014. However, a revision may be published if targets specified in the MTS change, or if significant changes are made to the funding formula.

Revision of LIPs

- 5.21 A borough may revise its LIP at any time. It is unlikely, however, that this will be necessary unless local circumstances or objectives change significantly. Boroughs considering updating their LIP ahead of this date are advised to contact TfL at an early stage.

Appendix A – Legislation covering LIPs

GLA Act 1999

A.1.1 The LIP process has been derived against a framework of statutory and legal requirements set out in the GLA Act 1999. It is this Act that provides the authority for the Mayor and TfL to undertake this process, unless stated otherwise.

Responsibilities of the Mayor and London authorities

A.1.2 The GLA Act 1999 requires the Mayor to produce a transport strategy for London. This provides the policy framework for a number of bodies, including the Capital's borough councils and the Common Council (called collectively the London authorities).

A.1.3 In addition, the Act requires that the London authorities must implement the MTS in two ways:

- Firstly, in exercising any function the London authority must 'have regard to the transport strategy' (section 144). The Mayor may also issue Guidance about the implementation of the strategy to London authorities (section 144(2)) which they must have regard to in exercising any function (section 144(3)). It is in accordance with this power that the current Guidance has been prepared
- Secondly, 'as soon as reasonably practicable' after the Mayor has published the transport strategy, each London authority is required to prepare a LIP (section 145)

A.1.4 The Act states that a London authority may revise its LIP at any time and must consider the need to do so when the transport strategy is revised (section 148).

LIP functions and requirements

A.1.5 The LIP sets out the proposals for the implementation of the transport strategy in the London authority's area.

A.1.6 The GLA Act 1999 states that a LIP must contain:

- A timetable for implementing the different proposals in the plan
- The date by which all the proposals in the plan will be implemented (section 145(3))

A.1.7 The Act also provides a list of stakeholders the borough must consult. This is covered in more detail in Chapter 3.

A.1.8 After the consultation process each London borough must submit a LIP for the Mayor's approval (section 146(1)).

Target setting

A.1.9 Section 41(9) of the Act states that the Mayor shall, from time to time, set such targets with the respect of the implementation of any strategy... as he may consider appropriate, having regard to:

- (a) Any related targets or objectives set nationally
- (b) Any performance indicators set by the Secretary of State, whether nationally or locally

In setting any such targets the Mayor shall seek to ensure that they are no less demanding than any related targets or objectives set nationally.

Approval of LIPs

A.1.10 The Mayor cannot approve a LIP unless he or she considers that:

- It is consistent with the strategy
- The proposals contained in the LIP are adequate for the purposes of the implementation of the strategy
- The timetable for implementing the proposals and the end date by which the proposals will be implemented are adequate (section 146(3))

A.1.11 The GLA Act 1999 gives the Mayor powers to issue directions to the London authorities under section 153 and states that London authorities 'shall comply with any direction'. A direction may cover any matter relating to how a London authority exercises its LIP functions.

A.1.12 Directions can be general or specific and may cover such matters as:

- The timetable for completing or revising a LIP
- The bodies or persons that must be consulted in preparation of a LIP
- Timetables and dates within the LIP
- Actions to be taken to implement the proposals in the LIP
- Steps to be taken to remove the effects of

an action which is incompatible with the proposals in the LIP (section 153(2))

A.1.13 The Mayor has extensive powers to prepare the LIP if an authority fails to prepare one that is, in his or her opinion, adequate (section 147). The Mayor can recover the cost of doing so from the London authority as a civil debt (section 147). Also, where the Mayor considers that the London authority has failed 'or is likely to fail' to implement any proposal within the LIP he can exercise, on behalf of the London authority, its powers and recover the costs of doing so (section 152).

Appendix B – The Mayor’s Transport Strategy

LIPs and the MTS

B.1.1 LIPs must be developed in accordance with the requirements set out by the Mayor in the MTS. The following excerpt, taken from paragraphs 709–718 of the MTS, sets out the Mayor’s requirements of a LIP and the contribution each one is expected to make in delivering the MTS goals and specific outputs.

MTS Chapter 7.3.3 – LIPs

B.1.2 At the borough level the implementation of the MTS is delivered by the LIP, prepared by each London borough council (including the City). The MTS and non-statutory London SRTP will provide the overarching framework for their development. The new LIPs must be prepared as soon as reasonably practicable after the revised MTS is published in 2010, and when approved by the Mayor, will supersede any previous version.

B.1.3 The GLA Act 1999 states that a LIP must contain each particular borough’s proposals for the implementation in its area of the policies and proposals contained in the MTS. The LIP must also contain a timetable for implementing the proposals, and a date by which all proposals in the plan will be implemented. It is important that LIPs also link up with other documents and mechanisms, for example, LAAs, LDFs and LSPs, to ensure delivery of wider community and economic development priorities.

B.1.4 It is for each borough to seek the financial resources it requires to implement its LIP

proposals. For these, and for any other borough transport proposals that are conducive to the provision of safe, integrated, efficient and economic transport facilities or services, to, from, or within Greater London, a borough may apply for such financial assistance as may from time to time be available from TfL. This assistance is provided by TfL under section 159 of the GLA Act 1999. Assistance may be made by way of grant, loan or payment, and be given subject to such conditions as TfL considers appropriate. The Second London LIPs Guidance (referred to below) will set out further information on funding.

B.1.5 In preparing its new LIP, the borough must consult the Metropolitan Police Commissioner (or City of London Police Commissioner in the case of the City’s LIP); TfL; organisations representing disabled people, as the borough considers appropriate; each London borough whose area is, in the opinion of the borough preparing the LIP, likely to be affected by the plan; and any other person that the Mayor has directed should be consulted.

B.1.6 Each new LIP must be submitted to the Mayor for his approval and the GLA Act 1999 sets out the criteria that must be met before Mayoral approval can be given. Section 146 states that the Mayor shall not approve a LIP unless he considers that:

- The LIP is consistent with the MTS
- The proposals it contains are adequate for the purposes of the implementation of the MTS in its area

- The timetable for implementing those proposals, and the date by which those proposals are to be implemented, are adequate for those purposes
- B.1.7** The Mayor may issue statutory guidance as to the implementation of the MTS to which boroughs must have regard. He also has reserve powers to issue general or specific statutory directions as to the manner in which a borough is to exercise its functions of preparing and implementing its LIP, with which they must comply.
- B.1.8** Detailed guidance for boroughs on how to prepare and submit their LIPs is contained in the Second London LIPs Guidance, to be published in spring 2010 following consultation with the boroughs and key partners. The Mayor has recognised the autonomy of the boroughs as reflected in the City Charter and that they should be given greater flexibility to determine their own transport priorities consistent with the goals and outcomes of the MTS. Boroughs are expected to develop their own Delivery and Performance Monitoring Plans. The Mayor shares London Councils' desire to minimise the amount of work associated with the preparation, submission and monitoring of LIPs.

- B.1.9** To this end the guidance indicates how LIPs should best be structured, and the level of information they should contain, including monitoring, to assist the Mayor by providing him with a reasonable level of information so as to determine the LIP's consistency with the MTS, and with the other statutory approval criteria set out in section 146 of the Act.

Policy 29

The Mayor, consistent with the approach of the London City Charter, will work with TfL and London Councils to seek to ensure the requirements for a LIP demonstrate consistency with the policies and proposals set out in this MTS, and that other legal requirements are kept to a minimum. The boroughs will develop LIPs which set out their transport objectives, a delivery plan and a performance monitoring plan. The goals that are required to be addressed by the London boroughs in their LIPs, are:

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 transport opportunities for all Londoners
5. Reducing transport's contribution to climate change and improving its resilience

- B.1.10** Delivering the London 2012 Olympic and Paralympic Games and its legacy is also a goal that boroughs may wish to include in their LIP submission. This will depend on the impact of the Games in each borough, and whether significant Games-related transport projects need to be implemented after the next round of LIPs are effective in 2011.
- B.1.11** The Mayor also expects boroughs to work towards achieving a number of specific outputs. More detail on these outputs is supplied in the Second London LIPs Guidance.

Appendix C – Mandatory proformas

Proforma A: Programme of Investment/Annual Spending Submission (presented as a part-completed example to illustrate the type of information boroughs are required to submit)

Programme of Investment / Annual Spending Submission (ASS)										
Borough:										
Year:										
Programme areas	Funding source	Funding (£,000s)				MTS goals				
		2011/12	2012/13	2013/14	Total	Econ. devt and pop growth	Quality of life	Safety and security	Opportunities for all	Climate change
Corridors and Neighbourhoods	Local safety schemes - Priority accident spots	LIP allocation	500	430	450	1,380	✓	✓	✓	✓
	Brown Road safety improvements - Improve pedestrian and cycle environment, junction improvements, vehicle speeds	LIP allocation	0	180	700	880	✓	✓	✓	✓
	Green Lane - Improve pedestrian accessibility and road safety improvements	LIP allocation	300	250	0	550	✓	✓	✓	✓
	Lee Vale - Improve pedestrian accessibility, address vehicle speeds and improve the public realm around the station. Possible refurbishment of the rail bridge (from Maintenance Allocation)	LIP allocation	200	200	180	580	✓	✓	✓	✓
	Thamesdon College Access - Widening of footways and improvements to lighting on approaches to college	Education	40	0	0	40	✓	✓	✓	✓
	Borough-wide bus stop accessibility programme	LIP allocation	100	100	100	300	✓	✓	✓	✓
	London Road Quality Bus Corridor - Bus priority, bus stop accessibility, walking improvements	LIP Allocation	420	420	0	840	✓	✓	✓	✓
		Developer	20	20	0	40	✓	✓	✓	✓
	Council revenue		0	40	0	40	✓	✓	✓	✓
		LIP allocation	0	155	170	325	✓	✓	✓	✓
	Developer		50	40	0	90	✓	✓	✓	✓
		LIP allocation	350	450	200	1,000	✓	✓	✓	✓
	Developer		50	30	45	125	✓	✓	✓	✓
		Council revenue	50	50	50	150	✓	✓	✓	✓
		Sustrans grant	10	5	2	17	✓	✓	✓	✓
LIP allocation	0	150	300	450	✓	✓	✓	✓		
Smithwood neighbourhood improvements - Encourage more walking through legibility, permeability, and accessibility improvements. Public realm and environmental improvements	LIP allocation	20	0	0	20	✓	✓	✓	✓	
Sid Marchant Way traffic smoothing - Removal of existing traffic signals at junction with Brook Road, to reflect reduction in vehicular flow since recent redevelopment of surrounding area	LIP allocation	160	120	120	400	✓	✓	✓	✓	
Local business		200	0	0	200	✓	✓	✓	✓	
	LIP allocation	92	90	95	277	✓	✓	✓	✓	
Council revenue		100	100	100	300	✓	✓	✓	✓	
Council revenue		120	120	120	360	✓	✓	✓	✓	
LIP allocation		85	85	85	255	✓	✓	✓	✓	
LIP allocation		50	50	50	150	✓	✓	✓	✓	
LIP allocation		85	85	85	255	✓	✓	✓	✓	
Council revenue		230	230	230	690	✓	✓	✓	✓	
Integrated transport total			3,232	3,400	3,082	9,714				
Maintenance	Riverview Hill - Road maintenance	LIP allocation	250			250	✓	✓	✓	✓
	Council revenue		100			100	✓	✓	✓	✓
	Sundown Road - Road maintenance	LIP allocation		350		350	✓	✓	✓	✓
	Council revenue			200		200	✓	✓	✓	✓
	Principal Road maintenance - Priority locations	LIP allocation	650	550	900	2,100	✓	✓	✓	✓
Council revenue		500	400	600	1,500	✓	✓	✓	✓	
LIP allocation		900	900	900	2,700	✓	✓	✓	✓	
LIP allocation		900	900	900	2,700	✓	✓	✓	✓	
Maintenance total			3,300	3,300	3,300	9,900				
Major Schemes	Lee Vale Link Road - New road link between Thamesmead Road and area of new housing, in order to facilitate development of area. The link will incorporate segregated provision for pedestrians and cyclists	LIP allocation	500	1,000	1,000	2,500	✓	✓	✓	✓
	Other Major Scheme 1					0	✓	✓	✓	✓
	Other Major Scheme 2					0	✓	✓	✓	✓
Major Scheme total			500	1,000	1,000	2,500				

* delete as appropriate

ONLY REQUIRED FOR ASS		ONLY REQUIRED FOR ASS			
Expected main MTS outcomes	LIP objectives	Wider impact		Signal requirements	Other relevant information in relation to wider impact on Crossrail / 2012 Games
		Impact on Crossrail?	Impact on 2012 Games?		

* Boroughs may wish to exclude the columns relating to the contribution towards MTS outcomes, the impact on Crossrail and the London 2012 Olympic and Paralympic Games, and signal requirements (shown in dark grey) when preparing their Programme of Investment. These are only required for Annual Spending Submissions.

Proforma B: Second LIP local targets

Locally specific targets for mandatory indicators

Borough: _____

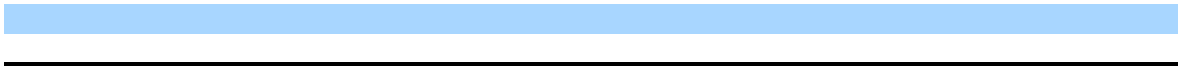
Core indicator	Definition	Year type	Units	Base year	Base year value	Target year
Mode share of residents	% of trips by walking	Calendar	%	2010		2013
Mode share of residents	% of trips by cycling / no of trips	Calendar	%	2010		2013
Bus service reliability	Excess wait time in mins	Calendar	Mins	2010		2013
Asset condition - principal roads	% length in need of repair	Calendar	%	2010		2013
Road traffic casualties	Total number of people killed or seriously injured	Calendar	Number	2010		2013
Road traffic casualties	Total casualties	Calendar	Number	2010		2013
CO2 emissions	CO2 emissions	Calendar	Tonnes/year	2010		2013

Additional (non-mandatory) local targets

Local indicator	Definition	Year type	Units			



Target year value	Trajectory data				Data source
	2010	2011	2012	2013	
					LTDS
					Specify LTDS or borough's own screenline counts
					iBus
					Detailed Visual Inspection (DVI) data supplied for each borough to TfL by LB Hammersmith and Fulham
					London Road Safety Unit
					London Road Safety Unit
					GLA's London Energy and Greenhouse Gas Emissions Inventory (LEGGI)



	Trajectory data				Data source
	2010	2011	2012	2013	

Proforma C: Annual report on interventions and outputs (presented as a part-completed example to illustrate the type of information boroughs are required to submit)

Output reporting sheet		
Borough:		
Year:		
Description	Unit of data	Number
<p>Note: Outputs from individual schemes or packages of schemes delivered during the course of the previous financial year should be reported using this form. Where applicable, values reported should relate to the net number of interventions (for example, if 25 cycle parking spaces were removed, but 75 added, the value reported should be 50 spaces). This also applies to interventions where values are required for distances (for example if 1km of bus lane is removed, but 3km added, the net value will be 2km).</p>		
Cycling		
Cycle parking facilities	Number of on-street spaces	
	Number of off-street spaces	
Cycle training	Number of adults	
	Number of children	
Commentary on other interventions to assist cyclists (eg measures to improve permeability)	Example – Throughout the past year the council has reviewed the scope for improving permeability for cyclists by permitting contra-flow cycling on key one-way streets. Following this review and the undertaking of safety audits, four one-way streets have been opened up for two-way cycling	
Walking		
Protected crossing facilities (eg refuges, zebra crossings, pelican crossings etc)	Number	
Guardrail removal	Metres	
Commentary on other interventions to assist pedestrians (eg wayfinding measures such as Legible London)	Example – Following the completion of a walking audit of Ridgeway Hatch neighbourhood centre using PERS software, a total of 12 dropped kerbs were implemented in the local vicinity to improve pedestrian access to the area	
Road safety and personal security		
Education and training interventions (eg theatre in education or pedestrian training)	Number	
20mph zones / limits	Number	
Commentary on other interventions to improve road safety or personal security (eg lighting and signing on key routes to stations)	Example – Improved lighting has been installed and graffiti removed at the pedestrian subway leading to Morris Green station to improve the personal security of those travelling to the station on foot	
Buses		
Bus lanes	Kilometres	
Accessible bus stops	Number	
Commentary on other interventions to assist buses (eg bus gates)	Example – A 25-metre stretch of bus-only road was opened in June 2009 at the new Hale Brook retail park to facilitate bus access to / from Lee Way	
Smarter travel		
Development of Workplace Travel Plans and review of existing plans	Number of workplaces	
Annual monitoring of School Travel Plans	Number of schools	
Walking promotions (eg number of schools participating in 'Walk on Wednesdays' initiative)	Number of schools	
	Number of workplaces	
	Number of events	
Cycling promotions (eg number of events during Bike Week)	Number of schools	
	Number of workplaces	
	Number of events	

Commentary on other smarter travel interventions	Example – A Supplementary Planning Document has been adopted on the development of Residential and Workplace Travel Plans
Environment	
Electric vehicle charging points	Number on-street
	Number off-street
	Number of workplace
Car club bays implemented or secured by the borough	Number on-street
	Number off-street
Street trees	Number of new trees planted
	Number of replacement trees planted
	Number felled for natural / safety reasons
	Number felled for other reasons
Commentary on other environmental interventions:	Example – The council installed a new air quality monitoring station adjacent to the Colne gyratory to supplement the four existing monitoring stations in the borough
Local area accessibility	
Shopmobility or Scootability	Number of schemes implemented
Commentary on other interventions to improve accessibility	Example – Five new personal electric vehicles were purchased to support the continued growth of the Scootability scheme operating from Cabin Walk Shopping Centre
Controlled parking and freight	
New zones implemented	Number
Waiting and loading reviews	Number
Commentary on other interventions to review parking or freight issues and smoothing traffic flow	Example – The operating hours of Wingate Park and Hammond Green CPZs have been extended on match days to deal with parking overspill generated by Wadham Rovers Football Club
Cleaner local authority fleets	
European emission standard for heavy duty diesel-engined fleet vehicles (with a gross vehicle weight of 8,800kg or over, including lorries and buses)	Number of Euro II vehicles
	Number of Euro III vehicles
	Number of Euro IV vehicles
	Number of Euro V vehicles
Electric vehicles in fleet	Number fully electric
	Number hybrid electric
Commentary on other interventions to improve the efficiency of vehicle fleets	Example – In appropriate circumstances contractor vehicle type and fleet composition is now included as part of the assessment criterion when major new contracts are procured

Appendix D – LIP mandatory indicators

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. $231/800 * 100 = 28.9$ per cent 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.		

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	<p>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.</p> <p>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.</p> <p>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.</p>		
Worked example	<p>In 2007/08 the EWT for high-frequency services in a London borough was 2.17.</p> <p>For 2008/09 the figure was 2.06.</p> $2.17 - 2.06 / 2.17 * 100 = 5.1 \text{ per cent}$ <p>The total reduction in EWT from 2007/08 to 2008/09 is 5.1 per cent.</p>		
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	Data source	iBus data
Return format	EWT	Decimal places	One
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		

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.</p> <p>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.</p> <p>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.pcis.org.uk		

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: <ul style="list-style-type: none"> • 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	<p>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.</p> <p>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.</p> <p>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.</p> <p>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 > Accidents, casualties and safety.</p> <p>The total number of casualties is based on KSIs and slight casualties.</p>		
Worked example	<p>In 2007 a London borough had 74 road traffic KSIs. For 2005 and 2006 the figures were 80 and 78 respectively.</p> <p>Total KSIs for 2005/2006/2007 = 232. So three-year rolling average (a) = $232/3 = 77.3$</p> <p>In 2010 the same borough had 70 road traffic KSIs. For 2008 and 2009 the figures were 75 and 71 respectively.</p> <p>Total KSIs for 2008/2009/2010 = 216. So three-year rolling average (b) = $216/3 = 72$</p> <p>$72 - 77.3/72 * 100 = -7.4$ per cent</p> <p>The difference in KSIs between 2007 and 2010, based on a three-year rolling average, is therefore -7.4 per cent</p>		
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.		
Collection interval	Annual (calendar year)	Data source	Statistical returns compiled by the London Road Safety Unit
Return format	%	Decimal places	One
Reporting organisation	All background data will be reported by TfL.		
Further guidance	Boroughs are required to set targets on (1) total KSIs and (2) total casualties.		

LIP mandatory indicator: CO ₂ emissions																	
Is this based on an existing National Indicator?		No															
Has this been used as an indicator for LIPs 1?		No															
Rationale	CO ₂ is a primary cause of climate change. This is a new indicator based on the Mayoral commitment to reduce emissions of CO ₂ in London by 60 per cent from 1990 levels, by 2025.																
Definition	Tonnes of CO ₂ 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	<p>2006 London ground-based transport CO₂ emissions</p> <table border="1"> <tbody> <tr> <td>Ground-based aviation</td> <td>11%</td> </tr> <tr> <td>National Rail</td> <td>4%</td> </tr> <tr> <td>Underground</td> <td>4%</td> </tr> <tr> <td>Road freight</td> <td>23%</td> </tr> <tr> <td>Car and motorcycle</td> <td>49%</td> </tr> <tr> <td>Taxi and PHVs</td> <td>4%</td> </tr> <tr> <td>Bus</td> <td>5%</td> </tr> </tbody> </table> <p>Source: Travel in London Report Number 1, 2009</p>			Ground-based aviation	11%	National Rail	4%	Underground	4%	Road freight	23%	Car and motorcycle	49%	Taxi and PHVs	4%	Bus	5%
Ground-based aviation	11%																
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Car and motorcycle	49%																
Taxi and PHVs	4%																
Bus	5%																
Good performance	Measured by a reduction in the level of CO ₂ 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 CO ₂	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 CO ₂ emissions in the local authority area).																

Appendix E – Output definitions

Output	Proposal
Cycle parking	<p>The Mayor has set a target to provide an additional 26,000 cycle parking spaces to the 40,000 previously anticipated by 2012. It is proposed that this will comprise:</p> <ul style="list-style-type: none"> • 25,000 spaces in schools, workplaces and stations • 20,000 short-stay spaces on-street or otherwise in a public place • 1,000 spaces in secure cycle parks • 20,000 spaces at home (including new developments) <p>All boroughs have a role in delivering an increase in cycle parking and are required to demonstrate in their Transport Objectives section how they will support the achievement of this Mayoral priority. For example:</p> <ul style="list-style-type: none"> • How they will work with employers and land use planning colleagues to provide cycle parking facilities in workplaces (eg through Workplace Travel Plans) • How they will ensure new developments include cycle charging facilities <p>Boroughs are also required to identify the following in their Delivery Plans:</p> <ul style="list-style-type: none"> • the number and type of off-street cycle parking facilities which are to be delivered • the number and type of on-street cycle parking facilities which are to be delivered <p>Boroughs are also required to report the actual number of each as part of the annual reporting of interventions.</p>
Cycle Superhighways	<p>The Mayor has proposed the creation of 12 radial Cycle Superhighways to improve cycle access to central London.</p> <p>All boroughs are required to demonstrate how they intend to support the delivery of Cycle Superhighways on borough roads by including in their Delivery Plans specific supporting measures to be implemented (as part of their packages of schemes for the Corridors & Neighbourhood, Maintenance and Major Scheme programmes). These measures could include cycle parking, cycle training and other smarter travel initiatives.</p>
Electric vehicle charging points	<p>The Mayor has set a target for the provision of 25,000 electric vehicle charging points by 2015. These are to be comprised of:</p> <ul style="list-style-type: none"> • 22,500 charging points in workplaces • 2,000 publicly accessible off-street charging points in a variety of locations, including car parks and new developments • 500 on-street charging points (eg in high street and residential locations) <p>All boroughs have a role in delivering an increase in electric vehicle charging points and are required to demonstrate in their Transport Objectives how they will support the achievement of this target. In particular, by identifying:</p> <ul style="list-style-type: none"> • How they will work with employers to provide charging points in workplaces (eg through Workplace Travel Plans) • How they will ensure new developments include charging points • How they will implement more publicly accessible charging points, either on or off-street, in their borough <p>All boroughs are required to report the actual number of each of the above as part of the annual reporting of interventions.</p>
Better Streets	<p>All boroughs would be required to demonstrate how they are contributing to the Better Streets agenda with a series of submissions in the Delivery Plan for such projects. These could be funded on their own or through the formula funding or through the Major Schemes programme.</p> <p>For information, TfL's target is to remove 60km of guardrail by June 2010. By March 2010, 46km had already been taken away.</p> <p>Information on guardrail removal is sought as part of the annual reporting on interventions.</p>

<p>Cleaner local authority fleets</p>	<p>Boroughs are required to identify in their annual reporting of intervention outputs:</p> <ul style="list-style-type: none"> ♦ The number and percentage of vehicles in their fleet that comply with Euro II, Euro III, Euro IV, and Euro V standards ♦ The number of electric vehicles in their fleet <p>Boroughs are required to report on both their own vehicle fleets and, where services have been out-sourced, those of their appointed contractors.</p>
<p>Street trees</p>	<p>The Mayor is working with the London Tree Officers Association and Greenspace Information for Greater London to identify how a more detailed inventory of street trees can be compiled. To support this, the next round of the Mayor’s Street Trees Grant will require boroughs to state in their annual reporting of intervention outputs:</p> <ul style="list-style-type: none"> ♦ The number of new trees planted ♦ The number of replacement trees planted (to replace previously felled trees) ♦ The number of trees felled for natural or safety reasons ♦ The number of trees felled for other reasons <p>All boroughs are required to include this information in the annual reporting on interventions.</p> <p>When determining where to plant trees, boroughs should take account of the relevant guidance to ensure that the location, and the type of tree selected, are appropriate for the local setting.</p>

Appendix F – Outline guidance on second LIP Three-Year Impact Reports

Introduction

- F1.1** Each borough is required to produce a Three-Year Impact Report covering the period April 2011 to March 2014. This should be submitted to TfL in July 2014, and every three years subsequently.
- F1.2** This outline guidance applies to all boroughs in London which produce second LIPs and will deliver programmes consistent with these frameworks between 2011 and 2014.

Objectives

- F1.3** A second round LIP Three-Year Impact Report should provide a concise account of the impact of the second LIP on its locality, so that TfL, on behalf of the Mayor, can assess the strength and breadth of what has been achieved.
- F1.4** The experience of delivery and achievement of outcomes that is set out in the report will be an important focus of TfL's ongoing engagement with boroughs. The evidence presented will also influence TfL's decisions on whether to amend formula funding for a borough to support third round LIP delivery between 2014 and 2017, and other relevant matters. It is also possible that the report may be considered by the Audit Commission in undertaking future rounds of CAAs. Finally, boroughs may themselves use their analysis of delivery in the second LIP to inform the development of robust strategies and Delivery Plans for the third round LIP, thereby supporting better outcomes in the area.

- F1.5** A second round LIP Three-Year Impact Report is required to set out:

- The overall impact of the second LIP and achievement of objectives, including the impact on the area covered by the borough; its 'place shaping' role; and its contribution to transport, other public services and the borough's wider policy objectives
- How delivery has matched the overall Delivery Plan set out in the Second LIP and the reasons for any significance divergences
- Progress against the stated targets and a related interpretative analysis for achievement or non-achievement

- F1.6** The report will need to contain some technical information for TfL to use in assessing progress. However, it should be written so as to summarise key achievements for the general public and stakeholders. TfL also recommends that it is prepared in close liaison with stakeholders so that a rounded overview of progress can be presented, not just the perspective of the borough itself.

Overall impact of the second LIP

- F1.7** A Three-Year Impact Report should summarise what has been achieved in relation to local transport during the three years of the second LIP. It should not only consider the impacts of transport capital programmes, but other key transport-related decisions and revenue funding. Boroughs should also summarise the effects of investment decisions by TfL on the borough and how this has influenced the effectiveness of the second LIP programmes across the area.

- F.1.8** Key questions which boroughs may wish to consider include:
- What difference has the second LIP made to the borough?
 - What are the key achievements over the second LIP period?
 - Have the main objectives of the second LIP been achieved?
 - What has worked well and therefore might inform the third round LIP and what might have been done differently in hindsight?
 - How has action by, and within, the borough supported the objectives and priorities set out in the MTS?

F.1.9 In considering these questions, boroughs should consider how the second LIP investment has impacted on wider policy aims and service delivery beyond transport. This could be in relation, for example, to sustainable development, social inclusion, quality of life, town centre vitality and regeneration, education, health and tackling climate change. As a minimum, the report should consider the priorities defined within the SCS.

Second LIP delivery

F.1.10 Boroughs should summarise what has been delivered over the second LIP period. They should describe actual programmes delivered together with any significant changes from the original second LIP. Where these have taken place, the borough should provide an explanation of the principal reasons for the divergence.

F.1.11 Reporting under this section should reflect the five (or six) MTS goals and the six high profile outputs.

Progress on second round LIP indicators

F.1.12 The Guidance on Developing the Second LIPs requires boroughs to monitor their performance against a core set of locally specific targets. TfL will collect data on these indicators and supply it to boroughs for the purpose of preparing their Three-Year Impact Report. There is no requirement for boroughs to collect data themselves, except in support of local or intermediate outcomes relevant to the locality, or where they choose to opt for setting a cycle target based on cycling levels rather than mode share.

F.1.13 Boroughs should provide evidence and a supporting commentary on whether the second LIP targets have been met or, if a target relates to a period beyond the second LIP, whether the borough is on track to meet it by the relevant year. Where targets have been achieved, this commentary need not be extensive, but further explanation should be provided if they have not been met. Boroughs should also provide information on proposed remedial action for the third round LIP to help achieve the target or move it closer to the intended trajectory. Further explanation is also required for any target where there is 'no clear evidence' as to whether or not it is on track.

TfL assessment of second round LIP Impact Reports

- F1.14** TfL will undertake a formal assessment of the second round LIP Impact Reports. The results of this assessment will inform funding decisions for the third round LIP and may also be shared with the Audit Commission for their CAA evidence base.
- F1.15** The assessment will be made on the basis of the following criteria:
- The overall impact of the second LIP on the area covered by the borough
 - The extent to which transport investment has supported wider policy objectives, for example those set out in the SCS, as well as agreed priorities at a regional level
 - How well the objectives and proposals set out in the second LIP have been delivered over the period and the reasons for any significant divergences
 - The achievement of second LIP targets and the quality of the accompanying commentary, especially where targets have not been achieved
 - Evidence of lessons learned from the second LIP which provide opportunities and risks and therefore inform the development and delivery of third round LIPs

Format of Three-Year Impact Reports

- F1.16** The precise format of the report is for boroughs themselves to determine. TfL will not insist on any particular structure, length,

content or presentational style. This gives boroughs the flexibility to reflect their own local circumstances and audiences. Reports should, however, be concise and boroughs should ensure that evidence is included that matches the key assessment criteria set out previously. As noted, evidence on the second LIP delivery should also indicate how programme expenditure and implementation has supported the Mayor's goals, challenges and opportunities as defined in the MTS.

- F1.17** Boroughs are invited to present examples of what they perceive to be good practice in the delivery of their LIP, either in terms of specific processes (eg partnership working, scheme prioritisation or performance management), particular schemes or programmes, or above-average outcomes. TfL will not formally assess examples, but would welcome evidence that supports the continuation of LIP funding within the TfL business planning process.

Practicalities

- F1.18** Second round LIP Impact Reports should be produced as free-standing documents. They should be submitted to TfL at the end of July 2014 and at the same time should be made available to stakeholders and the general public within each borough. Ideally, they should be available online via the borough's website and also presented to the relevant partnerships responsible for the LAA.
- F1.19** TfL will undertake an initial assessment of the Impact Reports then arrange a formal meeting with each borough to discuss its

overall progress on the second LIP. This meeting will provide an opportunity for TfL to seek clarification on any areas where evidence of delivery is unclear, and for each borough to provide further evidence as it thinks appropriate and necessary. A key element of the meeting is also to assess opportunities and risks on delivery of the third round LIP.

Updates to this Guidance

- F.1.20 TfL believes that boroughs will find it useful to understand how their progress in delivering successful second LIPs will need to be reported and assessed in due course. To this end, it is intended that there will be no fundamental changes to the advice set out in this Guidance before boroughs submit their Impact Reports in July 2014.
- F.1.21 However, TfL may amend the detail of this Guidance closer to the conclusion of the second LIP round. This may focus, for example, on those aspects of LIP delivery which emerge as problematic from the annual engagement meetings, the introduction of new targets by the Mayor or the completion of London SRTPs.
- F.1.22 TfL also expects to issue consolidated data showing borough performance against the second round LIP performance indicators, plus further advice on how it will formally assess the second round LIP Impact Reports and the potential changes in the third round of LIP funding which may result from the results of these assessments. This advice will be published no later than December 2013.

Appendix G – TfL assessment criteria

Introduction

TfL acknowledges that the assessment framework for the second round of LIPs will clearly have an impact on the way boroughs prepare their plans. Any framework should be clear, transparent and logical.

Set out below is the framework that TfL will use to assess the adequateness of boroughs’ LIPs for Mayoral approval. It covers:

- The criteria to be used by assessors
- The weighting of those criteria
- Scoring
- Evidence base
- Overall assessment of evidence

Criteria

The GLA Act 1999 requires every borough to submit its LIP to the Mayor for his approval. Section 146(2) states that the Mayor may not approve a LIP unless he considers that the following three conditions are met:

- The LIP is consistent with the MTS
- The proposals contained in the LIP are adequate for the purposes of the strategy’s implementation
- The timetable for implementing the LIP’s proposals, and the date by which those proposals are to be implemented, are adequate for those purposes.

The purpose of this assessment framework is to enable TfL to make recommendations to the Mayor as to whether these conditions have been

Table 2.1: Second LIP assessment criteria

Number	Criteria	Key focus/question
1	MTS goals and SRTPs	To what extent have the MTS goals and sub-regional priorities been taken into account in the LIP?
2	Local corporate and statutory context	How well does the LIP demonstrate its links to the development and achievement of the borough’s wider corporate, community and statutory objectives and/or priorities?
3	Situation analysis	Is there a clear link between the problems, challenges and opportunities identified in the LIP’s transport objectives and the MTS goals?
4	Delivery Plan	Is there a clear Delivery Plan with realistic a programme of delivery and funding? Have the links to the MTS goals and LIP transport objectives been clearly identified? Is a timeline for delivery provided and are the main risks identified and addressed?
5	Targets and monitoring progress	To what extent does the LIP Monitoring Plan provide a framework for monitoring the delivery of outcomes? To what extent does it identify and address risks to the achievement of the borough’s MTS strategic indicator targets?
6	Consultation	Have all the statutory consultees been consulted? Which other, additional consultees have been involved in either the preparation of, the consultation on, the LIP?

met, in particular the one regarding consistency with the MTS.

Weighting of criteria

No weighting is attached to any of the criteria.

Scoring

Evidence base

It is important that TfL is able to identify clear sources of evidence from which it can draw conclusions on how well boroughs are meeting the second LIP guidance requirements, and therefore arrive at a conclusion as to whether LIPs are good enough for approval by the Mayor. This will also help the boroughs to improve the evidential robustness of their LIPs.

Table 4.1: Second LIP scoring regime

Scale	
Adequate	Inadequate
<p>Meets all second LIP Guidance requirements, assessment criteria and sub-criteria providing a range of evidence to this effect. Some good examples of best practice are included, with stretching levels of challenge, ambition and innovation for the borough.</p> <p>The LIP gives a high degree of confidence that its implementation will result in real improvements on the ground and delivery of the outcomes stated.</p>	<p>Fails to meet second LIP Guidance requirements and basic criteria in some quite fundamental respects. Process requirements appear not to have been met and the evidence base for demonstrating compliance is poor or absent altogether.</p> <p>Only limited evidence that the Guidance has been read and applied in preparing the LIP.</p> <p>There is little confidence that implementation of this LIP will deliver the outcomes stated or real improvements on the ground.</p>

Within the time and resource constraints faced by TfL between the submission of draft second LIPs, providing boroughs with feedback by April 2011, then approval of the LIPs by the Mayor, consideration of significant amounts of evidence in addition to the LIP is unlikely to be logistically possible, nor cost effective.

Therefore, TfL strongly recommends that the LIP itself forms the primary evidence on which the plan's quality will be assessed.

The more clearly a LIP is structured and cross-referenced to the MTS plus local plans and strategies, the more confidence TfL will be able to have in its robustness.

Overall assessment of evidence

Given all of the above, the assessment will be based on:

- The overall commentary on local problems, challenges and opportunities giving rise to transport objectives and how these relate to the MTS goals and challenges and other local strategies
- The robustness of the Delivery Plan in terms of adequate and reasonable funding sources, timeframe, and interventions for all programme areas; how the interventions relate to the MTS goals and how realistic the Delivery Plan is in terms of the risks to delivery
- The robustness of the Performance Monitoring Plan; how the targets, indicators and trajectories have been identified; how these are supported by the interventions in the Delivery Plan and the actions in the Performance Monitoring Plan; what risks have been identified and how they will be managed

How each of the following criteria can be addressed, is as follows:

MTS goals and SRTPs

To what extent have the MTS goals and sub-regional priorities been taken into account in the LIP?

- A LIP must show how the MTS goals and the evolving STRPs have been taken into account in drawing up the transport objectives and Delivery Plan. If a particular goal or sub-regional challenge/opportunity is not a significant issue locally, the transport objectives section should explain why this is so
- A clear timeframe should be given for when it is anticipated that the LIP Transport Objectives will be met (this can include 'ongoing' where appropriate)
- Evidence should be given of how transport provision/management relates to wider issues of education, health, employment, housing renewal, environmental protection and access to services and opportunities

Local corporate and statutory context

How well does the LIP support and feed into the development of the council's wider corporate, community and statutory objectives?

- A LIP should be a corporate document that feeds into, and is influenced by, other corporate/local strategies (eg the Community Strategy, LSP, LAA, LDF, AQAP, NMD and other strategies for education, health and regeneration)
- There should be clear evidence that other

service departments within the council are fully signed up to the LIP, have been involved in its development and are actively committed to delivering its objectives

- There should be clear evidence that the LIP outcome targets are aligned with objectives of other corporate/local strategies

Situation analysis

Is there a clear link between the problems, challenges and opportunities identified in the LIP's Transport Objectives and the MTS goals?

- The LIP transport objectives must be based on a robust and up-to-date local needs assessment and demonstrate a clear understanding of how these are grounded in the MTS goals and challenges
- A clear picture should be presented of the transport network(s) in the area covering current and likely future supply and demand for all important transport modes, asset condition and quality, and access to key services and opportunities
- Information should be presented on the needs of any specific social groups, for example black and minority ethnic communities, older people, disabled people, young people and job seekers

Delivery Plan

Is there a clear Delivery Plan with a realistic programme of delivery and funding?

Have the links to the MTS goals and LIP Transport Objectives been clearly identified?

Are the main risks identified and addressed?

- A LIP must include a clear and robust Delivery/Investment Plan with the LIP funding totals clearly aligning with the indicative LIP allocations published by TfL in the Guidance on Developing the Second LIPs
- The Delivery Plan should show a reasonable level and range of funding sources
- It should also show a realistic timeline for delivery of the proposed packages/interventions, with a statement that it will be 'refreshed' at least every three years

The Delivery Plan must demonstrate that the timetable for implementing the LIP's proposals, and the date by which the proposals are to be implemented, are adequate for the purposes of implementing the LIP, as required by section 146(3)(c) of the GLA Act 1999.

- There should be a clear demonstration of how the packages/interventions proposed will contribute to the MTS goals
- The Delivery Plan should include a short section on risk assessment and mitigation

Targets and monitoring progress

To what extent does the LIP Monitoring Plan provide a framework for monitoring the delivery of outcomes?

To what extent does the Monitoring Plan identify and address risks to the achievement of the borough's outcome targets?

- There should be a clear set of outcome targets that are consistent with the LIP mandatory indicators, with trajectories, preferably with supporting local targets (and trajectories) and performance

indicators for measuring progress against these targets

- Evidence should be presented that the targets selected are realistic, but stretching
- Evidence should be presented of what actions the borough will take to deliver the target, referring clearly to the interventions proposed in the Delivery Plan
- Evidence should be presented that a risk assessment has been carried out for each mandatory target
- Evidence should be presented demonstrating how boroughs propose to monitor progress against targets

Consultation

Have all the statutory consultees been consulted?

Which other, additional consultees have been involved in either the preparation of, or the consultation on, the LIP?

- Evidence must be presented for those statutory consultees who have been, or are being, engaged with
- Evidence should be presented for any additional groups that have been consulted in the process of preparing the LIP and/or as part of the statutory consultation process

Appendix H – Glossary of terms and abbreviations

Glossary of terms

Borough Transport Objectives – This term refers to the first of the three core elements of the LIP. This section of the LIP will set out the borough’s local objectives for transport, how they have been derived and their relationship with the MTS goals, challenges and outcomes.

Delivery Plan – This refers to the second of the three core elements of the LIP. This section will identify proposed interventions and will set out how proposals will be funded, when they will be delivered, and how the programme has been drawn up.

Indicator – A measurement or item of information that summarises the characteristics of the transport system or highlights what is happening in the system. Indicators help explain ‘where we are, where we are going and how far we are from the goal’.

Intervention – Used here in a generic sense and refers to individual schemes, packages of complementary measures, revenue and policy-based initiatives covering all modes and spanning a range of sizes and scale.

Outputs – High-profile outputs identified in the MTS that reflect Mayoral priorities. The outputs that relate to LIPs are Cycle Superhighway schemes, cycle parking, electric vehicle charging points, Better Streets, cleaner local authority fleets and street trees.

Objective – A statement of a desired end-state. The term ‘LIP objectives’ refers to the outcomes or achievements that the borough is aiming to deliver through the implementation of its LIP.

Outcome – A change in travel behaviour or the quality of transport provision, resulting from some form of intervention.

Outputs – Interventions delivered on the ground.

Performance indicator – An indicator (see above) used to measure a specific aspect of performance.

Performance Monitoring Plan – Refers to the third of the three core elements of the LIP. It identifies a set of monitoring indicators and locally specific targets which can be used to assess whether the LIP is delivering its objectives, and describes how progress will be kept under review.

Programme of Investment – A high-level breakdown of proposed spend, by year (eg separately for 2011/12, 2012/13 and 2013/14), and by category.

Target – A quantified measure of the change sought in a given indicator. Boroughs are required to set targets for five mandatory indicators: mode share, bus service reliability, asset condition, road traffic casualties, and CO₂ emissions. Boroughs are also encouraged to set additional targets for other indicators chosen locally. The term ‘locally specific targets’ refers to those which have been agreed between TfL and the borough and reflect local circumstances.

Abbreviations

BID – Business Improvement District

CAA – Comprehensive Area Assessment

CIF – Community Infrastructure Fund

CIL – Community Infrastructure Levy

DCLG – Department for Communities and Local Government

DECC – Department of Energy and Climate Change

DfT – Department for Transport

EQIA – Equality Impact Assessment

GLA – Greater London Authority

LAA – Local Area Agreement

LDA – London Development Agency

LEA – Local Economic Assessment

LIP – Local Implementation Plan

LoTAG – London Technical Advisors Group

LSP – Local Strategic Partnership

LTDS – London Travel Demand Survey

LTP – Local Transport Plan

MTS – Mayor's Transport Strategy

ODA – Olympic Delivery Authority

SEA – Strategic Environmental Assessment

SCS – Sustainable Community Strategy

SRTP – Sub-Regional Transport Plan

TfL – Transport for London

Other formats and languages

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Chinese

如果需要您母語版本的此文件，
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Vietnamese

Nếu bạn muốn có văn bản tài liệu này bằng ngôn ngữ của mình, hãy liên hệ theo số điện thoại hoặc địa chỉ dưới đây.

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος εγγράφου στη δική σας γλώσσα, παρακαλείστε να επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυδρομικά στην παρακάτω διεύθυνση.

Turkish

Bu belgenin kendi dilinizde hazırlanmış bir nüshasını edinmek için, lütfen aşağıdaki telefon numarasını arayınız veya adrese başvurunuz.

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Hindi

यदि आप इस दस्तावेज की प्रति अपनी भाषा में चाहते हैं, तो कृपया निम्नलिखित नंबर पर फोन करें अथवा नीचे दिये गये पते पर संपर्क करें

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলি (কপি) চান, তা হলে নীচের ফোন নম্বরে বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى الاتصال برقم الهاتف أو مراسلة العنوان أدناه

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

