

Healthy Streets Portfolio Board Strategy/Business Assurance

Tuesday 25 April 2017
14:00 – 16:00

Wapping Meeting Room, Red Zone, Floor 11 Zone R4
Palestra, 197 Blackfriars Road, London, SE1 8NJ



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Healthy Streets Portfolio Board Strategy/Business Assurance meeting

Meeting Title	Healthy Streets Portfolio Board Strategy/Business Assurance Meeting Agenda		
Date of Meeting	25 April 2017	Time of Meeting	14:00 – 16:00
Location of Meeting	Palestra: Wapping Meeting Room 11R4		

#	Agenda Item Description	Purpose	Resp.	Time
1	Confirm the chair of the meeting, that the meeting is quorate, note apologies and agree agenda.	Agree	Portfolio Chair	14:00
2	Review Board Actions Log and Minutes	Note and Discuss	Portfolio Chair	14:05
3	Review Snapshot Forward Planner	Note	Secretariat	14:10
4	Review Financial Summary	Note	Finance Director	14:15
5	CS9 Alignment	Note and Discuss	Lilli Matson	14:25
6	Safer Junctions Programme	Note and Discuss	Nigel Hardy	14:50
7	Guidance on Developing the Third Local Implementation Plans	Note and Agree	Sam Monck	15:20
8	Determine any matters to be escalated to Surface Board	Discuss	Portfolio Chair	15:45
9	Review of meeting	Review	Portfolio Chair	15:50
10	AOB	Discuss	Portfolio Chair	15:55

Next Healthy Streets Portfolio Board Strategy/Business Assurance meeting
13 July 2017 15:00 – 17:00 230 Blackfriars Road, SE1 8NW – Pall Mall & Trafalgar Square Meeting Rooms 0M1&2



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Meeting Title:	Healthy Streets Portfolio Board Meeting Actions		
Date of Meeting:	23 March 2017	Time of Meeting:	16:00 - 17:30
Location of Meeting:	St Pancras meeting room (10YC2) – Palestra, 197 Blackfriars Road		
Attendees	See minutes		
Apologies	See minutes		

Action ID	Item Name	Action	Officer Contact	Due Date
HSPB-13-1	Programme and Investment Committee (PIC) Update	Emma Osborne advised that whilst the official actions recorded have not yet been circulated by TfL Secretariat, that she has circulated the actions she noted at PIC and circulated to the relevant directors. ACTION: Emma to circulate the confirmed actions once these have been made available by TfL Secretariat.	Emma Osborne	25 April 2017
HSPB-13-2	Governance Update	Tanya to work with the Secretariat to refine the ToR and bring it back to the April HSPB (Business Assurance).	Tanya Durlen	25 April 2017
HSPB-13-3	Governance Update	Template for the quarterly update to PIC Michael Bridgeland advised that further refinements need to be made on it. He outlined that (for the c.20 sub-programmes) they are expecting a process to vet the milestones and costs against business plan to enable questions to be asked against. ACTION: Refinements to be made to the template in conjunction with Project Assurance.	Tanya Durlen	25 April 2017
HSPB-13-4	Governance Update	Non-infrastructure activities Tanya confirmed that work has taken place looking at how we govern the non-infrastructure activities that will contribute to the healthy streets outcomes. Ben Plowden and Will Norman both raised questions about how the	Tanya Durlen	25 April 2017

		level of investment and packaging up of the non-infrastructure is coordinated and aligned, as well as properly overseen (is this a marketing or a behaviour for example?). They noted that at present this is unclear and unclear how it will work from a budget and governance perspective. ACTION: Tanya to bring back a proposal for including non-infrastructure activities in the scope of the Healthy Streets Portfolio in terms of governance and budget.		
HSPB-13-5	Governance Update	<p>Membership of the HSPB</p> <p>Will Norman noted he had a meeting on 23 March 2017 with the TEC Committee (made up of the local boroughs and the think-tank and lobbying organisation, London Councils) and that they had requested membership of the board. Will advised he suggested to them that a quarterly meeting takes place instead, outside of HSPB, with their Executive Committee (chair and vice-chairs) to coordinate the input from the boroughs, but would nonetheless put their request forward.</p> <p>The HSPB agreed that given its remit covering TfL's financial and delivery governance it would be inappropriate for third parties to attend and therefore ruled out their attendance at board level. It did agree however that a structured quarterly engagement meeting with them would be helpful and would provide them with the opportunity to discuss their views on the strategic side of Healthy Streets and its outcomes.</p> <p>ACTION: Will Norman to discuss with the TEC Committee to organise a quarterly meeting with TEC.</p>	Will Norman	25 April 2017

HSPB-13-6	Governance Update	ACTION: Tanya to work with the HSPB Secretariat to schedule updates on the Healthy Streets Portfolio benefits work.	Tanya Durlen	25 April 2017
HSPB-13-7	Financial Review and Future Tracking	Mini-Hollands and Borough spending ACTION: work with the boroughs to ensure we get accurate financial information as this is key to ensuring the portfolio is financially balanced.	Sam Monck	25 April 2017
HSPB-13-8	Financial Review and Future Tracking	Mini-Hollands and Borough spending ACTION: Consideration to be given to the utilisation of BPI.	Sam Monck	25 April 2017
HSPB-13-9	Financial Review and Future Tracking	Overprogramming Patrick provided an overview of how overprogramming works and addressed the concerns raised by Will Norman and Tim Steer on how this information is represented. Patrick made clear that changes have been made so that overprogramming doesn't just take place at a TfL Corporate level but has now been amended so that it is held at a Portfolio level. This will, in turn, improve transparency about what the overall overprogramming assumption is by programme. Tim Steer asked if the information in the table presented could be amended so that the line labelled 'Overprogramming' is directly underneath the Business Plan figures to improve the presentation of the information. ACTION: Patrick to update the table.	Debbie Mayger	25 April 2017
HSPB-13-10	Financial Review and Future Tracking	Understanding of financial information Ben Plowden noted that going forward it would be helpful to run a sense check on the financial information at each meeting to ensure all attendees fully understand it. ACTION: HSPB attendees to		Ongoing 2017

		highlight any issues they have in understand the financials included in future packs.		
HSPB-13-11	Appraisal framework for future schemes	ACTION: Lilli to follow up with Buses and RSM to look at the priorities for the business areas to help inform the development of the framework.	Lilli Matson	25 April 2017
HSPB-13-12	Appraisal framework for future schemes	Prioritisation Lilli advised that we have the tools needed to prioritise but this is dependent on the data available and ensuring we have the right data. ACTION: Lilli to follow up with business areas to look at the type of data available.	Lilli Matson	25 April 2017
HSPB-13-13	Appraisal framework for future schemes	ACTION: Lilli and John to discuss further how the potential can be looked at and how we balance demands in the areas. It was noted we need to be really clear where the Healthy Streets indicators come in.	Lilli Matson	25 April 2017
HSPB-13-14	Appraisal framework for future schemes	ACTION: Lilli to give consideration to this can come back to the HSPB with a mock example of how the framework can be applied in practice.	Lilli Matson	25 April 2017
HSPB-13-15	Consultation update: Cycle Superhighways 4 and 9	Lower Road Gyratory. Will Norman confirmed he is meeting with LB Southwark and could raise the issues surround the gyratory. ACTION: Will Norman to consider discussing with LB Southwark	Will Norman	25 April 2017
HSPB-13-16	Consultation update: Cycle Superhighways 4 and 9	ACTION: Jonathan Hanes to bring back CS4 modelling result to HSPB in May.	Jonathan Hanes	18 May 2017
HSPB-13-17	Report: Strategic Cycling Analysis – identifying cycling demand in London	Lilli Matson gave a very brief overview of the report and asked that comments be provided back to her. ACTION: attendees to review the papers and provide comments.	Lilli Matson	25 April 2017

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Surface Transport: Healthy Streets Portfolio Board**Minutes (Strategy/ Business Assurance) – 23 March 2017**

16:00 – 17:30 – St Pancras Meeting Room (10YC2) 197 Blackfriars Road, SE1 8NJ

Attendees

Attendees	Ben Plowden (Chair)	Patrick Doig	Tim Steer
	Will Norman	Michael Bridgeland	Claire Mann
	Nigel Hardy	Sam Monck	Lilli Matson
	John Barry	Tanya Durlen	Garry Sterritt
	Emma Osborne	Jonathan Hanes	Christine Calderato
	Benjamin Lyon (acting Secretariat)		
Apologies	Alan Bristow	Alex Williams	Edward Preedy (Secretariat)
	Gareth Powell	Nick Fairholme	Peter Blake
	Dana Skelley	Siwan Hayward	David Stacey

Decisions and actions

No	Item	Decision	Action/Notes	To Action
1	Introductions and actions from the previous meeting	Noted	Ben Plowden opened the meeting and the attendees made their introductions. The actions were reviewed and considered closed with the exception of action 7 (from February's board).	
2	Programme and Investment Committee (PIC) Update	Noted	Lilli Matson provided a verbal update from PIC which took place on 8 March in which Healthy Streets Portfolio was endorsed. Ben congratulated this achievement and asked that the individuals involved in making this possible be thanked for all their hard work. Michael Bridgeland also praised how easy the team had made the process for the Assurance team prior to going to PIC. Lilli provided an overview of the actions she noted at PIC and the concerns they expressed about how we would better resolve conflicts between modes. Lilli advised she made PIC members aware of the early appraisal work that has been done at the time of the meeting and the ongoing work/discussions that would be taking place within Surface. That said, it is	



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			<p>likely we'll need to provide updates on this to PIC on an ongoing basis.</p> <p>Emma Osborne advised that whilst the official actions recorded have not yet been circulated by TfL Secretariat, that she has circulated the actions she noted at PIC and circulated to the relevant directors.</p> <p>ACTION: Emma to circulate the confirmed actions once these have been made available by TfL Secretariat.</p> <p>Lilli noted that quarterly submissions would be made to PIC to update it on the portfolio's progress. A quarterly update will be provided to PIC on 28 June 2017 and submission to this is two weeks before.</p>	Emma Osborne
3	Governance Update	Noted	<p>Tanya Durlen provided a verbal update advising that she's been working with others from across TfL to pull together a structure for the portfolio and as part of this has been developing the assurance and endorsement process.</p> <p>Key highlights:</p> <ul style="list-style-type: none"> (a) A template has been pulled together for the projects seeking endorsement and will be put to first use at the HSPB in April; (b) Work is ongoing with the template for the quarterly update to PIC; (c) Programme Boards have been set up and chairs identified, and the first meetings will take place in April; (d) April will mark three months since the HSPB meeting first started. It was agreed at the first meeting that the Terms of Reference (ToR) will be tested for three months and then refined. The TORs will be refined in April and taken to the April HSPB (Business Assurance) for ratification; (e) Work remains ongoing regarding the Business Plan process and the role of the HSPB (Business 	

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			<p>Assurance) will be reflected in the ToR – i.e. portfolio prioritisation as part of the business planning work. Tanya confirmed she is working with Joseph Uzoka's team which is dealing with the next Business Planning round.</p> <p>ACTION: Tanya to work with the Secretariat to refine the ToR and bring it back to the April HSPB (Business Assurance).</p>	Tanya Durlen
			<p>Template for the quarterly update to PIC Michael Bridgeland advised that further refinements need to be made on it. He outlined that (for the c.20 sub-programmes) they are expecting a process to vet the milestones and costs against business plan to enable questions to be asked against. ACTION: Refinements to be made to the template in conjunction with Project Assurance.</p>	Tanya Durlen
			<p>Non-infrastructure activities Tanya confirmed that work has taken place looking at how we govern the non-infrastructure activities that will contribute to the healthy streets outcomes. Ben Plowden and Will Norman both raised questions about how the level of investment and packaging up of the non-infrastructure is coordinated and aligned, as well as properly overseen (is this a marketing or a behaviour for example?). They noted that at present this is unclear and unclear how it will work from a budget and governance perspective. ACTION: Tanya to bring back a proposal for including non-infrastructure activities in the scope of the Healthy Streets Portfolio in terms of governance and budget.</p>	Tanya Durlen
			<p>Membership of the HSPB Will Norman noted he had a meeting on 23 March 2017 with the TEC Committee (made up of the local boroughs and the think-tank and lobbying organisation, London Councils) and that they had requested membership of the board. Will</p>	

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			<p>advised he suggested to them that a quarterly meeting takes place instead, outside of HSPB, with their Executive Committee (chair and vice-chairs) to coordinate the input from the boroughs, but would nonetheless put their request forward.</p> <p>The HSPB agreed that given its remit covering TfL's financial and delivery governance it would be inappropriate for third parties to attend and therefore ruled out their attendance at board level. It did agree however that a structured quarterly engagement meeting with them would be helpful and would provide them with the opportunity to discuss their views on the strategic side of Healthy Streets and its outcomes.</p> <p>ACTION: Will Norman to discuss with the TEC Committee to organise a quarterly meeting with TEC.</p> <p>Cumulative benefits of HSPB Tanya confirmed that a future agenda item would be added which will review the cumulative benefits of the portfolio.</p> <p>ACTION: Tanya to work with the HSPB Secretariat to schedule updates on the Healthy Streets Portfolio benefits work.</p>	<p>Will Norman</p> <p>Tanya Durlen</p>
4	Financial Review and Future Tracking	Noted	<p>Patrick Doig presented this item to the HSPB and provided an overview of the full budget and forecast changes for the portfolio for 2017/18, 2018/19 and future years.</p> <p>Patrick confirmed that from Period 1 a 'live tracker' of actual year to date and our latest forecast for the full year – in terms of whether we are going to deliver the full budget or whether there are cost pressures/underspend will be provided. This will provide a good audit trail from the Business Plan to the budget.</p> <p>Oxford Street</p>	

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			<p>Scope is at a relatively early stage – timeline has been revised to indicate a reduction in the costings of our works, in 2017/18 (identified through updated cost estimates) but will see acceleration in 2018/19 onwards.</p> <p>Concerns were noted about Westminster's funding approach around TIF and the potential pressures this could have on the GLA/TfL finances.</p> <p>Central Transformation Team (CTT) Michael Bridgeland advised that CTT have approached TfL Assurance team to help them understand some of the cost reductions in 2017/18 and have asked them to carry out reviews, including some of the costs of Capital projects across TfL. This has come about as a large number of reductions have been identified in the Business Plan and the 2017/18 budget, and the Executive Committee want assurance these savings can be achieved in the year.</p> <p>Mini-Hollands and Borough spending Borough spending in this area has been problematic – forecasting and records of actual spend is still not clear, despite being a couple of weeks from the end of the 2016/17 financial year. This has created issues in that the pace of delivery has been stepped up by the boroughs but it isn't clear on the precise amount of money that has been spent by the boroughs.</p> <p>Sam Monck confirmed that discussions are ongoing with the boroughs, including what they forecast to spend in the coming year. Once this information has been pulled together discussions will take place with Surface Finance.</p> <p>ACTION: work with the boroughs to ensure we get accurate financial information as this is key to ensuring the portfolio is financially balanced.</p> <p>Lilli suggested this could be considered as part of a Business Process Improvement</p>	Sam Monck
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			<p>(BPI) matter – there are a number of reporting issues and noted that we want to be better with the boroughs on: (i) what products have they delivered; (ii) what outcomes have they delivered; (iii) how much money they have delivered.</p> <p>ACTION: Consideration to be given to the utilisation of BPI.</p> <p>Overprogramming Patrick provided an overview of how overprogramming works and addressed the concerns raised by Will Norman and Tim Steer on how this information is represented. Patrick made clear that changes have been made so that overprogramming doesn't just take place at a TfL Corporate level but has now been amended so that it is held at a Portfolio level. This will, in turn, improve transparency about what the overall overprogramming assumption is by programme.</p> <p>Tim Steer asked if the information in the table presented could be amended so that the line labelled 'Overprogramming' is directly underneath the Business Plan figures to improve the presentation of the information.</p> <p>ACTION: Patrick to update the table.</p> <p>Understanding of financial information Ben Plowden noted that going forward it would be helpful to run a sense check on the financial information at each meeting to ensure all attendees fully understand it.</p> <p>ACTION: HSPB attendees to highlight any issues they have in understand the financials included in future packs.</p>	<p>Sam Monck</p> <p>Patrick Doig</p> <p>All</p>
Main Decision Items				
5	Appraisal framework for future schemes	Endorsed	Lilli Matson took the HSPB through the presentation covering the: (a) governance process alignment; (b) planning framework; (c) general approach to conflicting priorities	

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		<p>and (d) board process for prioritising. Lilli confirmed this continues to be a work in progress and was being circulated now to seek guidance and direction from attendees to ensure this is the right approach being taken forward. Lilli also confirmed that a finalised version would be brought back at a future HSPB meeting.</p> <p>The Appraisal Framework is to help inform the decision making to process to make the right decisions both in terms of locations where stuff in being done, as well as the outcomes (remembering it's a multi-outcome programme). The framework allow for a top down Strategic view and a bottom up granular view of where the key problem areas around London and these will act as prompts to take action and focus on. It was accepted that trade offs would have to be made e.g. in centre, inner and outer areas and that key to this is understanding what are priorities are. ACTION: Lilli to follow up with Buses and RSM to look at the priorities for the business areas to help inform the development of the framework.</p> <p>Nigel Hardy cautioned against restricting the application of the framework to one particular type of area - but growth areas across the network. Work needs to be prioritised in terms of what we need to look at.</p> <p>Prioritisation Lilli advised that we have the tools needed to prioritise but this is dependent on the data available and ensuring we have the right data. ACTION: Lilli to follow up with business areas to look at the type of data available.</p> <p>John Barry made clear that top level indicators are required and that a holistic approach should be taken to consider the wider impacts e.g. on bus speeds and mode share changes. As part of this, it was noted we are looked an ambitious view not only of looking at opening up</p>	<p>Lilli Matson</p> <p>Lilli Matson</p>
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			<p>modal choices but also looking at ‘the potential’ and that modelling only provides part of the picture. ACTION: Lilli and John to discuss further how the potential can be looked at and how we balance demands in the areas. It was noted we need to be really clear where the Healthy Streets indicators come in.</p> <p>There was a consensus that it would be helpful to have a working example at a future HSPB meeting (April / May depending on when this can be turned around). ACTION: Lilli to give consideration to this can come back to the HSPB with a mock example of how the framework can be applied in practice.</p>	<p>Lilli Matson / John Barry</p> <p>Lilli Matson</p>
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7	Report: Strategic Cycling Analysis – identifying cycling demand in London	Noted	Lilli Matson gave a very brief overview of the report and asked that comments be provided back to her. ACTION: attendees to review the papers and provide comments.	All
Close				
8	Forward Plan	Noted	This was taken as read and noted.	

Chair Signature: _____

Chair Name: _____

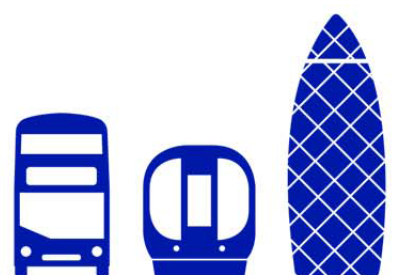
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If you have questions or would like further information about the minutes please contact:

Benjamin Lyon, Surface Transport Board Secretariat

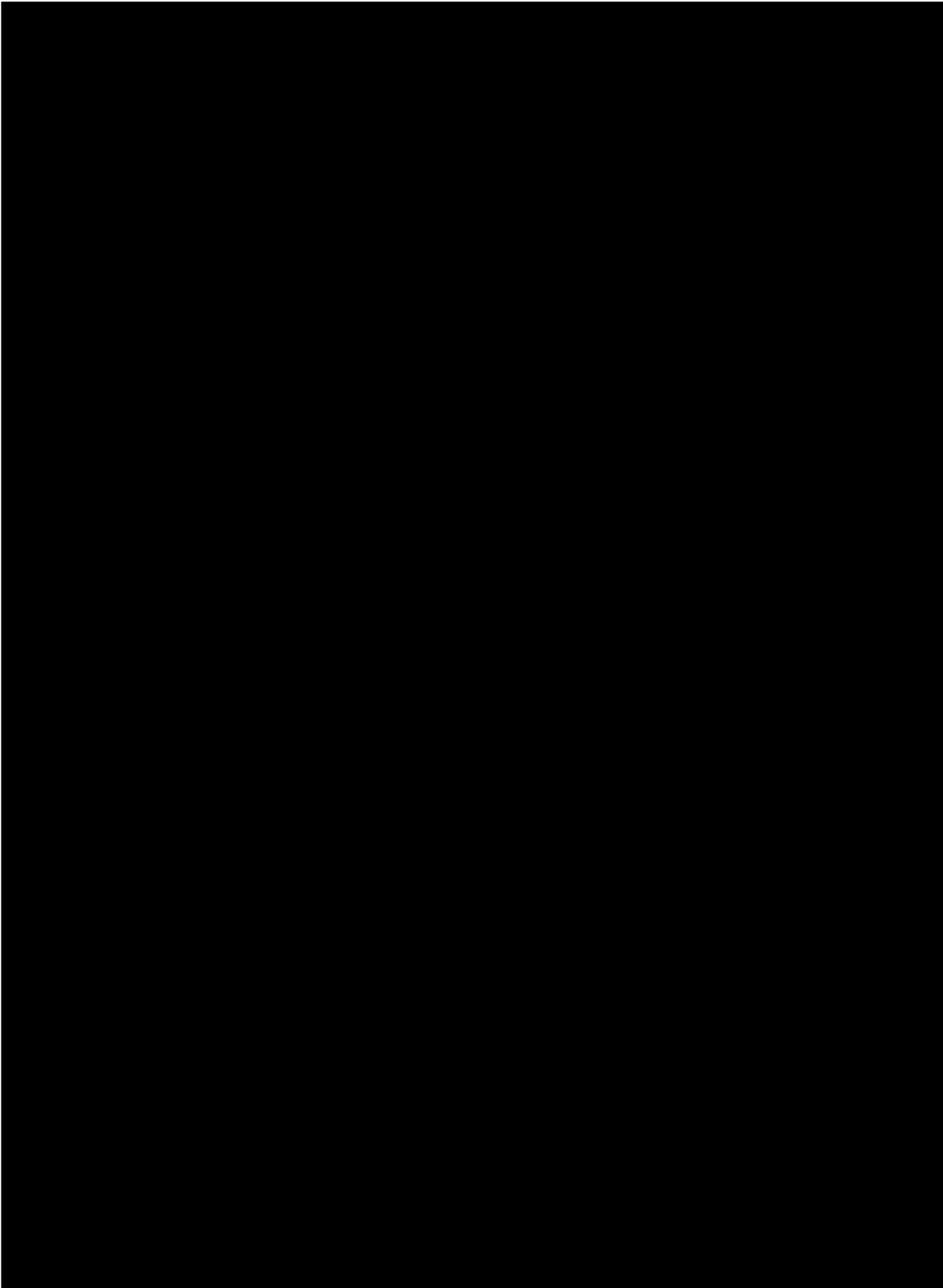
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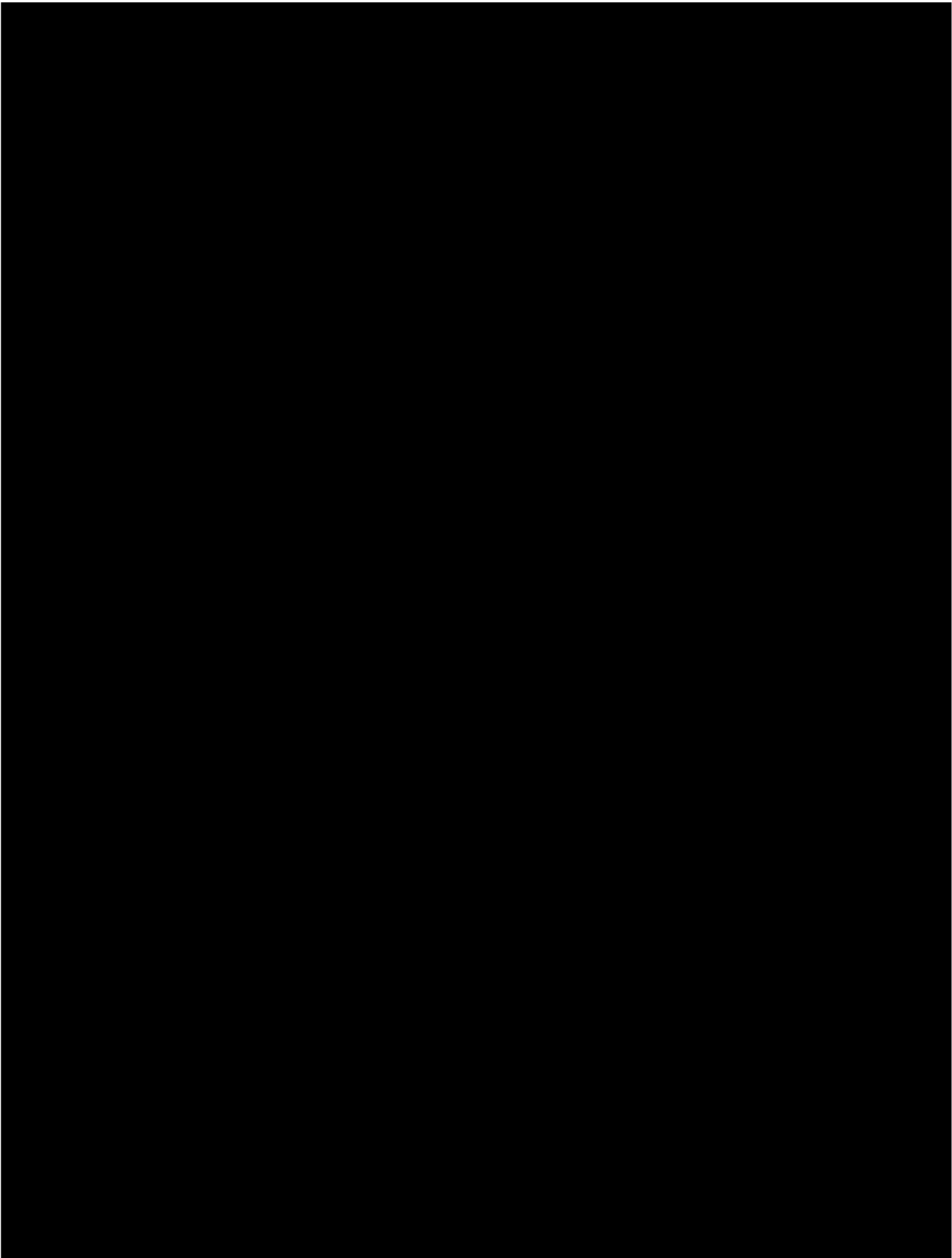
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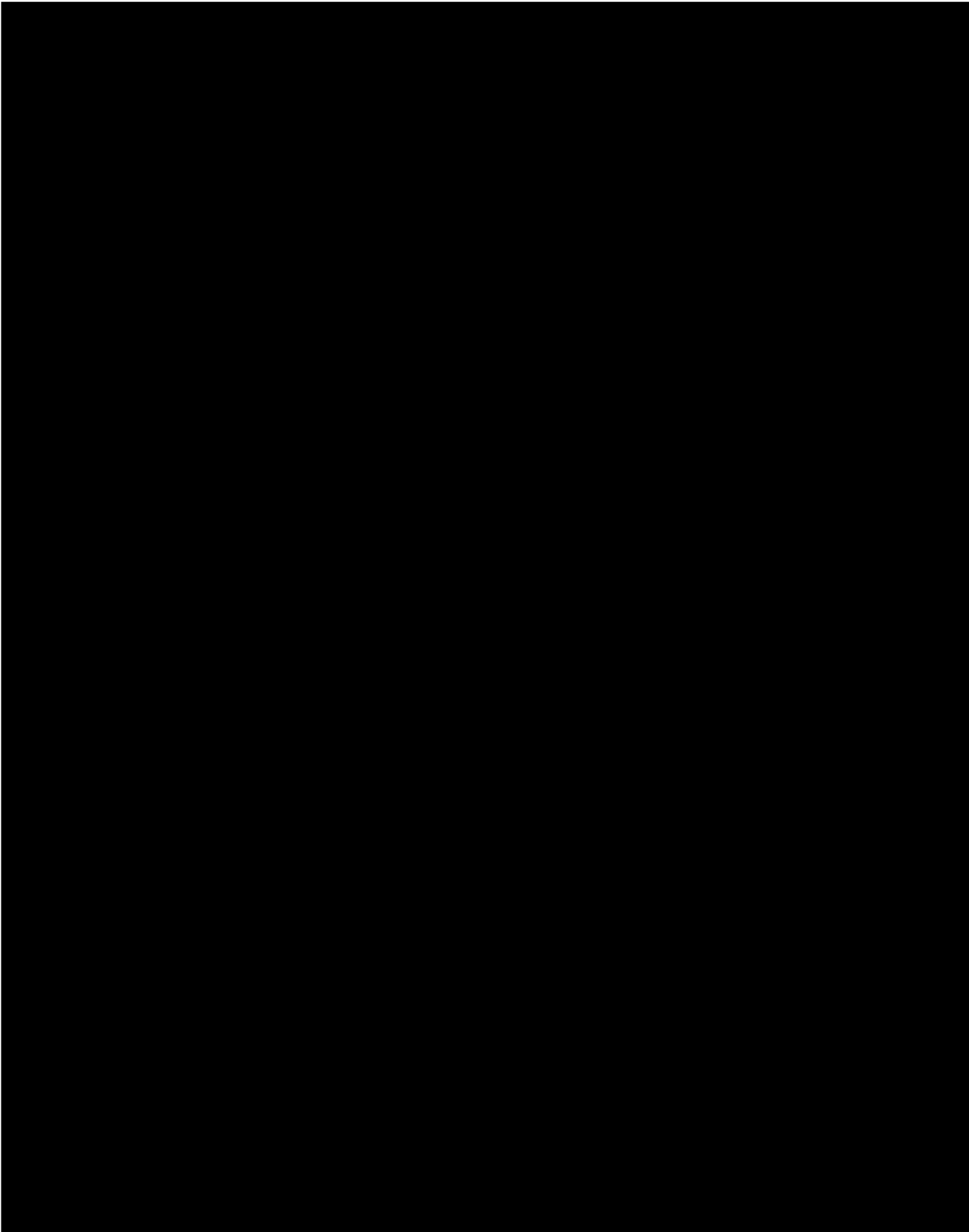


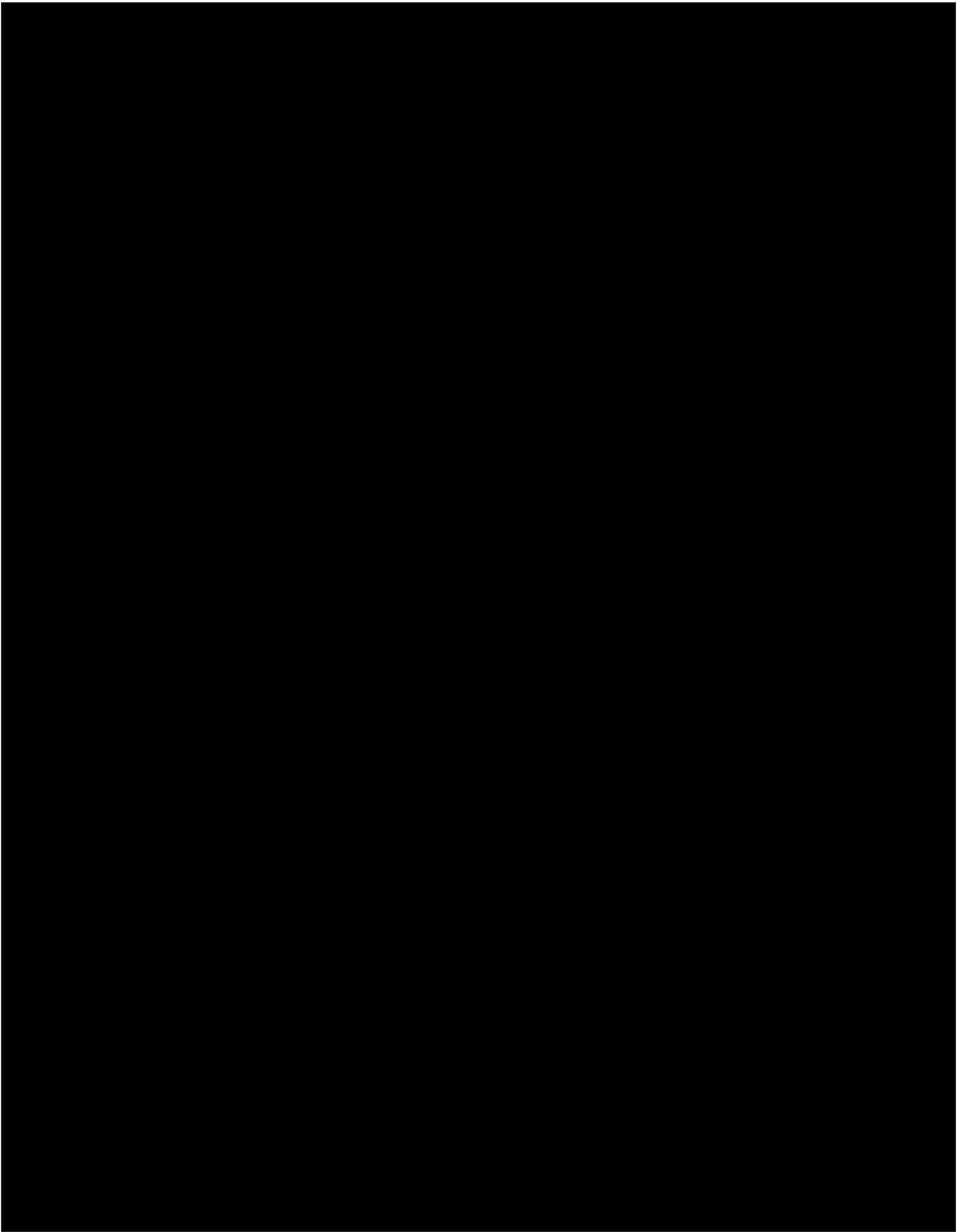
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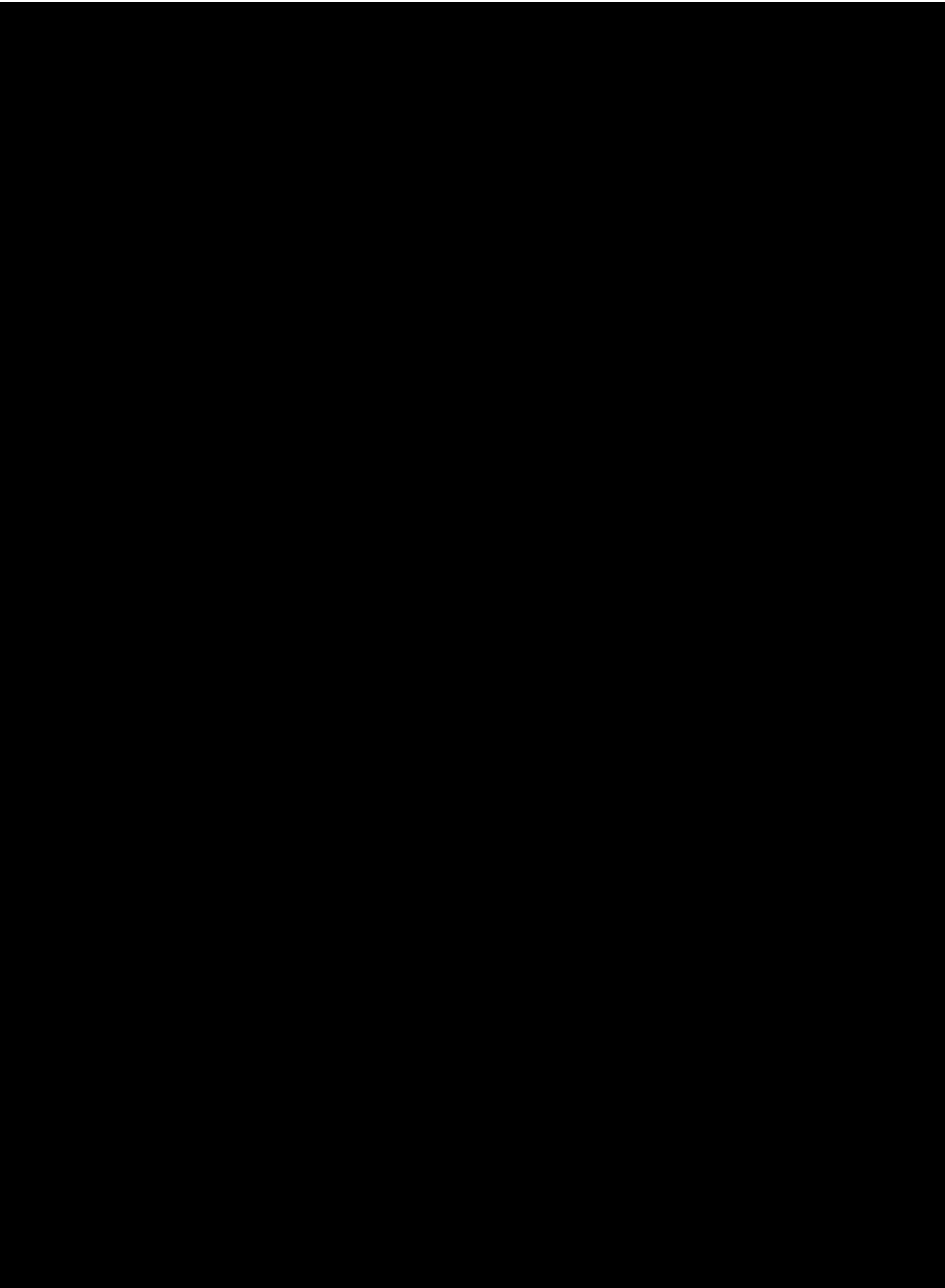
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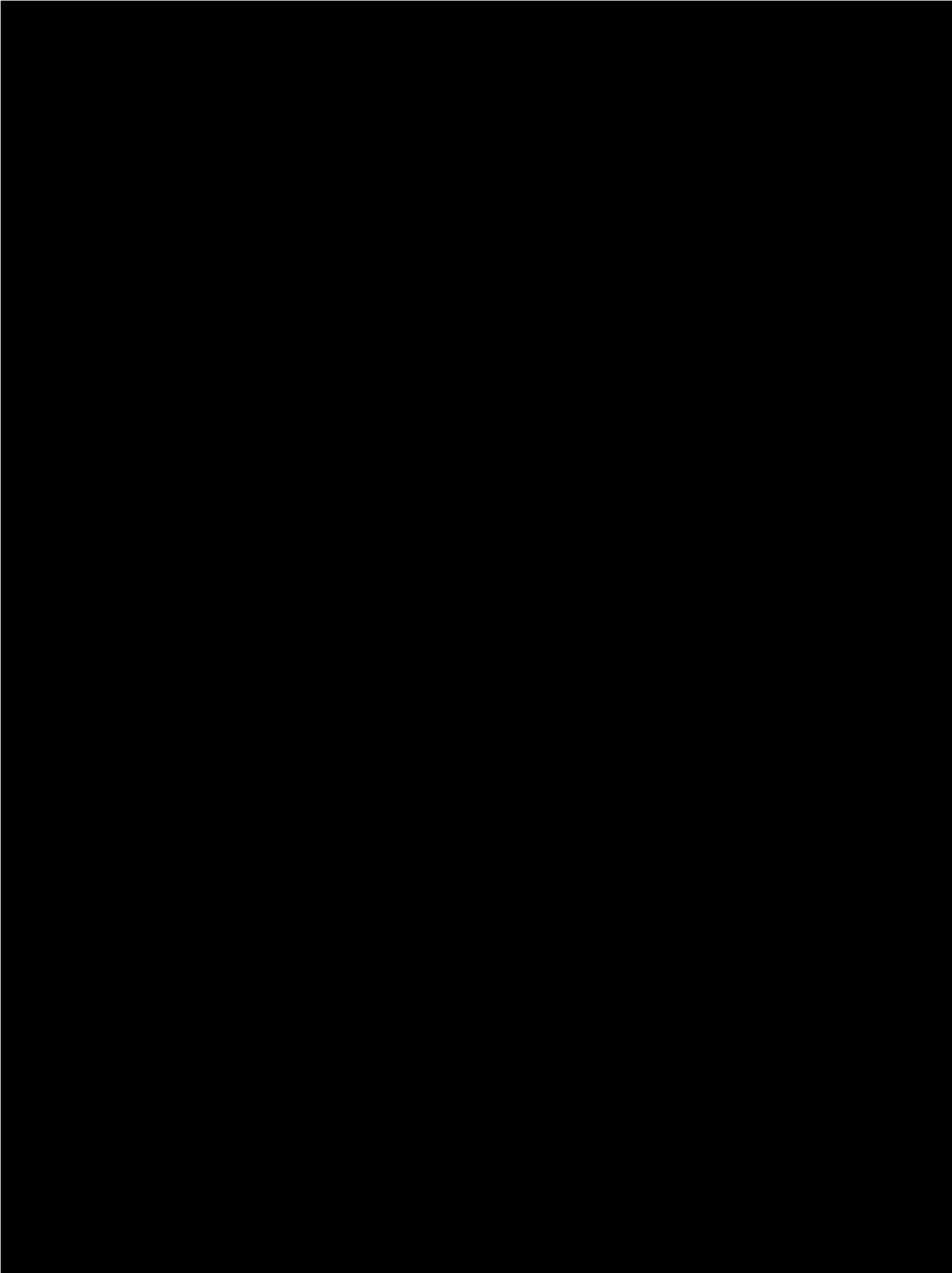












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Healthy Streets Portfolio Board – Strategy/Business Assurance

Date: 25 April 2017

Item: CS9 Alignment

Papers will be provided on the day

Contact

Contact: Lilli Matson, Head of Strategy and Outcome Planning
Number: [REDACTED]
Email: [REDACTED]



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Safer Junctions

Healthy Streets
Portfolio Business
Assurance Board

25 April 2017



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Summary

These slides summarise;

- the context of Safer Junctions in relation to Healthy Streets and the Mayor's manifesto and other commitments;
- the approach taken in identifying which junctions will be considered as part of Safer Junctions and;
- the next steps that will be taken to further develop Safer Junctions.

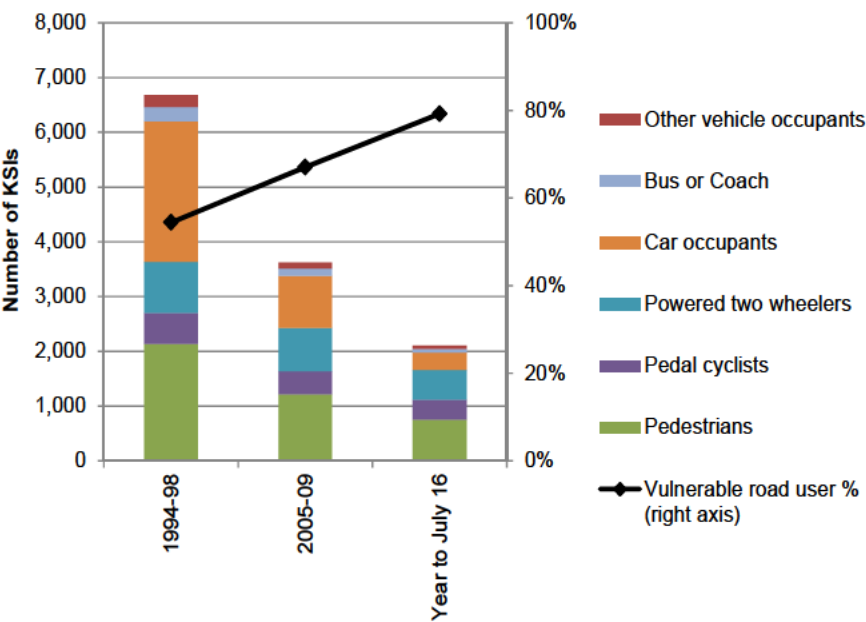
This presentation seeks endorsement for the approach taken to date and the planned next steps, authority for which will be requested via a paper to be presented at a subsequent Healthy Street Delivery Assurance Board.



Background – TfL and Mayoral commitments

Safer Junctions was a Mayoral Manifesto commitment to “Review the Safer Junction Programmes to identify and commence priority improvements at more of London’s major accident blackspots”

- TfL analysis has shown that overall 71 per cent of all KSI casualties in London in 2015 occurred at junctions.
- 76 per cent of vulnerable road user (VRU) KSIs on the TRLN occurred at junctions; at borough junctions the figure was 71 per cent.
- Casualty trends have changed over the last twenty five years in London; VRUs now make up 80 per cent of all KSI casualties.



Collision trends on London from 1994 to present



Safer Junctions principles

Safer Junctions will;

- be part of the Healthy Streets portfolio;
- be based on an evidence, research and data-led approach, utilising TfL's analytical expertise to ensure decision making stands up to scrutiny;
- be distinct from the Better Junctions programme, having integrated lessons learned on an ongoing basis;
- include existing projects in the Healthy Streets portfolio which address road safety at prioritised locations;
- be flexible, not committing to delivery or budget targets;
- implement solutions of a scale appropriate to individual site requirements, some of which will not be transformative or at high profile locations, but will address the reasons for the high frequency of collisions;
- annually review collision statistics to identify new priority junctions and ensure that investment is targeted in the right places and;
- deliver outcomes appropriate to the area of London in which they take place.

While Safer Junctions has, to date, focussed on the TLRN, there are a number of junctions with high collision rates on borough roads; TfL will continue to share collision data, guidance, training and analysis with the London boroughs.



Safer Junctions data analysis

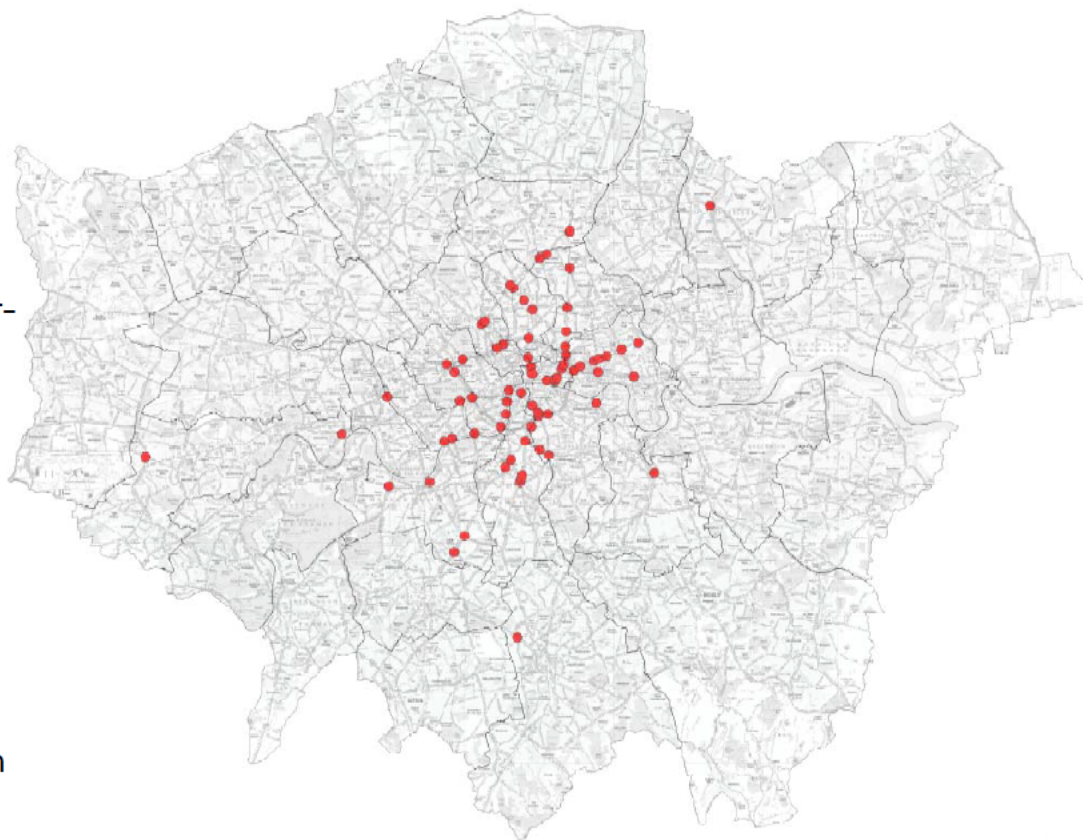
Safer Junctions has used an established, statistically robust and easily understandable approach to list those TLRN junctions which had the highest number of collisions from 2013 to 2015, the same approach will be taken annually when data for subsequent years becomes available.

- Those junctions which have a three-year collision rate more than two standard deviations above the mean are considered priority junction, this corresponds to the worst performing c. 2.5% of junctions.
- All severities of collisions are considered to be equal; this is necessary to provide a large enough number of collisions for a statistically robust analysis.
- The number of priority junctions will vary from year to year as further analysis is undertaken.
- The statistical approach has been used to inform the contents of the 'Accelerated Schemes' programme of road safety driven projects currently Sponsored by RSMS.



High level results of data analysis

- 73 junctions are identified as high priority.
- The majority of locations are in central London owing to the generally higher numbers of pedestrians and cyclists, and the use of absolute numbers of collisions rather than collision rates per-trip in the analysis.
- Seven of the 33 Better Junctions locations appear on the list of 73.
- 72 locations appear in the worst performing 20% of London in terms of pedestrian and cyclist safety; the one exception has had a large number of P2W collisions.
- 46 locations overlap with Low Emission Bus Zones, Inner London bus corridors or the Central London Bus Priority Network.



Plot of Safer Junctions locations



Detailed results of data analysis

The 73 junctions fall in to three categories (a full list is provided in the appendix);

- 21 have had significant improvement completed in the last three years

These junctions will have their collision history and safety performance reviewed when three years of post-completion collision data becomes available.

Examples: Cycle Superhighway 2 (7 junctions), East/West Cycle Superhighway (3 junctions), Stockwell, Elephant and Castle, Oval.

- 33 are currently funded for road safety-related improvement in the Healthy Streets portfolio (27 fully funded, six part funded)

The projects will be given the Safer Junctions badge. The predicted rate of completion of these scheme is as follows.

2017/18	2018/19	2019/20	2020/21	2021/22	TBC	Total
5	4	9	3	2	10	33

Proposals will be reviewed to ensure they address any underlying collision patterns from the 2015 collision statistics, changes to the scope of any which do not will be considered on a case-by-case basis.

- 19 are not currently part of the Healthy Streets portfolio and could warrant further investigation

Phased outcome definition and feasibility design work will begin for projects at these locations; the Safer Junctions badge will be applied when deliverability is sufficiently well established.



Relationship to Better Junctions

While Safer Junctions is taking a more evidence-led approach to site selection than Better Junctions, and there is a need to present Safer Junctions as a separate entity, parallels will naturally be drawn and there is some overlap in junctions between the two.

- There are seven Better Junctions which are also priority sites, three of which have been built.
- Those which haven't yet been built, which would be re-badged as Safer Junctions, are;

Highbury Corner
Lambeth North
Rotherhithe Roundabout
Waterloo City Hub

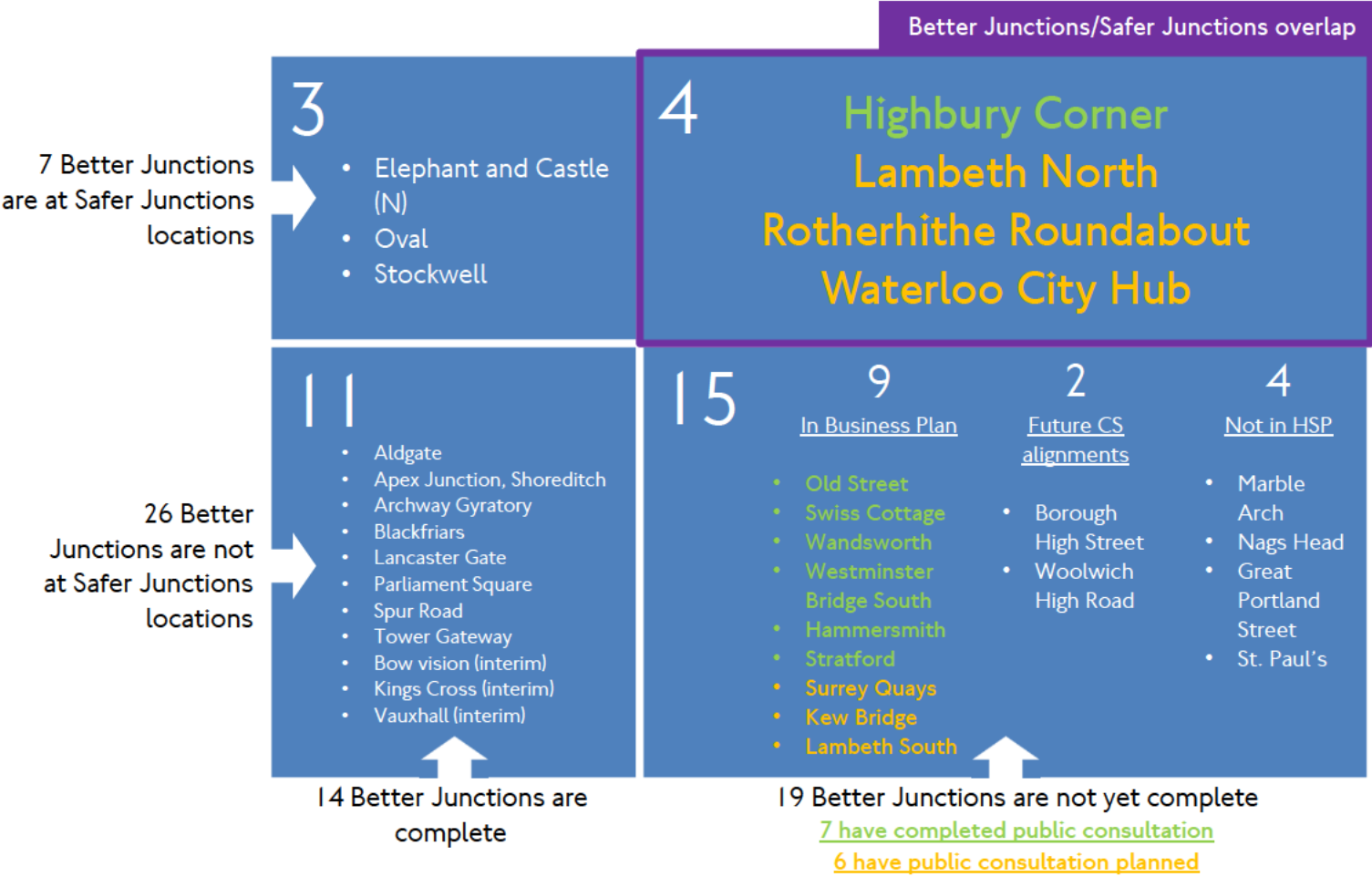
- The remaining 26 Better Junctions are broken down as shown on the next slide.



Better Junctions improvements at Oval



Relationship to Better Junctions – breakdown of sites



Next steps

Safer Junctions was presented to the Walking and Cycling commissioner on 28 March; he offered his support for the work that had been done to date

Junction type	Action	Other next steps
21 <i>Junctions which have had significant improvement completed in the last three years</i>	Review collision history for those where statistics become available in 2017/18 for the three years after completion of the improvement.	<ul style="list-style-type: none"> • Prepare a paper for the May Healthy Streets Delivery Assurance Board requesting seed funding for 2017/18. • Prepare an outline schedule of activities for the forthcoming years. • Undertake a review of the 2016 collision statistics (expected in autumn) and establish next steps for any new junctions.
33 <i>33 currently funded for road safety-related improvement in the Healthy Streets portfolio</i>	Undertake a detailed review of the 2013 to 2015 collision data to guarantee that the underlying reasons behind the high collision numbers are being addressed	
19 <i>Which are not currently part of the Healthy Streets portfolio, and could warrant further investigation</i>	Begin feasibility design work, and prioritisation based on frequency of collisions and potential to make the biggest improvements	



Points for discussion

This presentation seeks endorsement for the Safer Junctions approach taken to date and the planned next steps. Comments from the board are invited, particularly in relation to the following topics.

- Can the board confirm it's support in principle ahead of the seed funding paper to be presented to the Healthy Streets Delivery Assurance Portfolio Board in May?
- Is the board comfortable that Safer Junctions will not be fixed a programme in it's conventional sense, as Better Junctions was, with a fixed scope, timeframe and budget?
- Is the board satisfied that Safer Junctions should continue to consider only junctions on the TLRN, and that road safety borough on junctions should continue to be addressed by the LIP programme?



Appendix: List of Safer Junctions locations

21 junctions which have had significant improvement completed in the last three years

Junction	Borough
Queen St/Queen St Place/Upper Thames St	City Of London
Fleet St/New Bridge St/Farringdon St/Ludgate Circus	City Of London
Bishopsgate/Middlesex St	City Of London
Manor Rd/Stamford Hill	Hackney
High Road (N15)/West Green Road	Haringey
Bath Road/The Parkway	Hounslow
Camberwell New Road/Brixton Road	Lambeth
Stockwell Road/Clapham Road/South Lambeth Road	Lambeth
Molesworth Street / Loampit Vale	Lewisham
St George's Circus	Southwark
Elephant And Castle (North Roundabout)	Southwark
Whitechapel Rd/Fieldgate St	Tower Hamlets
Whitechapel Rd/Cambridge Heath Rd	Tower Hamlets
Mile End Rd/Cleveland Way	Tower Hamlets
Globe Rd/Mile End Rd	Tower Hamlets
Mile End Road/Burdett Road	Tower Hamlets
Bow Rd/Campbell Rd	Tower Hamlets
Whitechapel High Street/Commercial Street	Tower Hamlets
Westminster Bge/Victoria Embankment	Westminster
Victoria Embankment/Northumberland Av	Westminster
Grosvenor Road/Vauxhall Bridge	Westminster



Appendix: List of Safer Junctions locations

33 are currently funded for road safety-related improvement in the Healthy Streets portfolio

Junction	Borough
Euston Road/Judd Street	Camden
Camden St/Camden Rd	Camden
Euston Road/Eversholt Street	Camden
Central Markets/Snow Hill/Farringdon St/West Smithfield	City Of London
Cannon St/Martin Lane/King William St	City Of London
Bishopsgate/Camomile St/Wormwood St	City Of London
Fenchurch St/Gracechurch St/Lombard St	City Of London
Purley Way/Mitcham Road	Croydon
Seven Sisters Rd/Woodberry Grove	Hackney
Seven Sisters Road/Green Lanes Boro Bdy	Hackney
High St Shoreditch/Commercial St	Hackney
Kingsland Rd/Old St	Hackney
Holland Park Avenue/Holland Road/West Cross Route	Hammersmith & Fulham
Farringdon Road/Clerkenwell Road	Islington
Highbury Corner	Islington
Holloway Road/Tollington Road	Islington
Holloway Road/Drayton Park	Islington
Chelsea Embankment/Cheyne Walk/Battersea Bridge	Kensington & Chelsea
Chelsea Embankment/Oakley St	Kensington & Chelsea
Kennington Park Rd/Braganza St/Boro Bdy	Lambeth
Camberwell New Rd/Flodden Road/Boro Bdy	Lambeth
Stamford Street/Waterloo Road Roundabout	Lambeth
Southend Rd/Chigwell Rd	Redbridge
Jamaica Road/Lower Road/Rotherhithe Tunnel	Southwark
Camberwell Green/Camberwell New Road	Southwark
New Kent Road/Harper Road	Southwark
Commercial Rd/Jubilee St	Tower Hamlets
Mitcham Road/Tooting Broadway	Wandsworth
Putney Hill/Upper Richmond Road	Wandsworth
York Rd Roundabout	Wandsworth
Baker Street/Marylebone Road	Westminster
Millbank/Lambeth Bridge	Westminster
George Street/Edgware Rd	Westminster



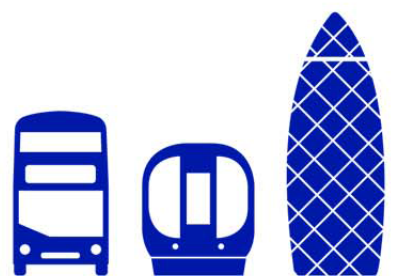
Appendix: List of Safer Junctions locations

19 are not currently part of the Healthy Streets portfolio and could warrant further investigation

Junction	Borough
Camden High Street/Parkway (Lte Station)	Camden
Arthur St/King William St/Monument St	City Of London
Kingsland Road/Whiston Road/Nuttall Street	Hackney
Balls Pond Road/Kingsland Road/Boro Bdy	Hackney
High Road (N15)/Seven Sisters Road	Haringey
Hogarth Lane/Burlington Lane.	Hounslow
Holloway Road/Parkhurst Road	Islington
Pentonville Road/Islington High Street	Islington
Chelsea Embankment/Chelsea Bridge Road/Grosvenor Road	Kensington & Chelsea
Acre Lane/Brixton Hill	Lambeth
Brixton Road/Atlantic Road	Lambeth
Brixton Road/Stockwell Road/Gresham Road	Lambeth
Clapham Road/Union Road	Lambeth
Elephant & Castle (South Roundabout)	Southwark
East India Dock Rd/Stainsby Rd(Ats)	Tower Hamlets
Upper Tooting Road/Tooting Bec Road	Wandsworth
Hyde Park Corner/Park Lane	Westminster
Knightsbridge/Brompton Road	Westminster
Edgware Road/Harrow Road	Westminster



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Healthy Streets Portfolio Board – Strategy/Business Assurance

Date: 25 April 2017

Item: Guidance on Developing the Third Local Implementation Plans

1 Purpose

- 1.1 The purpose of this paper is to seek the approval of the Healthy Streets Portfolio Board to the consultation draft of the Guidance on Developing the Third Local Implementation Plans (LIPs 3).

2 Recommendation

- 2.1 Healthy Streets Portfolio Board is asked to **agree** the draft Guidance on Developing the Third Local Implementation Plans for issue to the London boroughs for consultation.

3 Background

- 3.1 A Local Implementation Plan (LIP) is a statutory document prepared under Section 145 of the GLA Act and sets out how boroughs deliver locally the Mayor of London's Transport Strategy (MTS) objectives. Section 159 of the GLA Act provides for TfL to offer funding support to the boroughs to this end as part of its wider funding. All boroughs are required to produce LIPs to be approved by the Mayor.
- 3.2 It is expected that the new MTS will be published late in 2017 and will trigger a requirement on the boroughs to review their LIPs to check they are compliant with the new Mayor's priorities. In effect this means a new MTS will require the preparation of new LIPs, the third such documents (LIP3).
- 3.3 The GLA Act sets a requirement for boroughs to prepare a LIP 'as soon as reasonably practicable' after the MTS has been published. The Act also provides for TfL to issue guidance on behalf of the Mayor to assist the London boroughs in preparing their new LIPs.
- 3.4 There are three separate sets of guidance related to LIPs, with complementary roles:

a) LIP guidance

Covered in this report, LIP guidance sets out what is required of the boroughs in preparing their strategic LIP documents. It is relatively high level, and signposts the key elements of the MTS. It is to be issued as a consultation draft together with the draft MTS (May). It covers broader issues of transport policy as well as delivery plans funded by funding from other sources. This new guidance sets out expectations on traffic reduction, includes LIP performance indicators, and a requirement for local targets, and includes toolkits – setting out both measures that can be used, and methods of measuring progress.



b) Annual Spending Submission (ASS) guidance

This is more detailed guidance, and focused on LIP delivery plans, rather than broader policy delivery. It is issued annually in summer (June). The 2017 ASS guidance allows for and guides the change to a Healthy Streets approach for delivery in 2018/19 before the final MTS is published and before formal LIPs 3 adoption. This guidance will come to HSPB in May 2017 for approval.

c) Liveable Neighbourhoods guidance

This guidance is focussed on the needs and process of the new Liveable Neighbourhoods programme, which replaces the existing LIP Major Schemes programme. These will be the larger projects for which the boroughs will bid for funding to TfL. The guidance will set out the process for bidding (building on the well-understood process for Major Schemes, with a staged release of funding and TfL checks of project to ensure that the business case justifies investment), and the new Healthy Streets expectations of such projects. It will make clear that TfL will make stronger use of our own strategic analysis to prioritise investment.

In time it is intended that TfL will use this strategic analysis (e.g. from the Strategic Cycling Analysis) to identify opportunities for Liveable Neighbourhoods projects and then approach the relevant borough(s) to look at the potential for development. In addition the guidance will set out the value for money requirements introduced informally last year for such schemes, including the need for a 'star chamber' with TfL and borough staff, to see whether the outcomes of the project can be delivered for less cost. This guidance will also be issued in summer (June), and will also come to HSPB in May.

- 3.5 Thus it is proposed that the draft guidance set out at Appendix 1 to this report is issued alongside the publication of the consultation draft of the new MTS in May and that final guidance will be issued at the same time the final MTS is published in November following a period of consultation and review.

4 Context

- 4.1 The second round of LIPs saw a move away from a prescriptive approach to borough spend and delivery under the first version of LIPs towards a more collaborative approach. This focused on the boroughs and TfL agreeing wider targets and outcomes and working together towards the delivery of these. This approach reflected the principles of the City Charter signed by the Mayor and the boroughs in 2009.
- 4.2 Funding to the boroughs has changed in recent years with the addition of new funding for programmes such as bus priority and cycling. The new guidance regularises the funding support available to the boroughs from TfL and positions this under a new, wider Healthy Streets funding portfolio. The different types of funding and the different levels of expectation associated with each are summarised in Table 1.

Table 1: Three funding types for boroughs

Healthy Streets: borough funding portfolio	
Formula	Supporting delivery of the boroughs' LIP work programmes; reflecting borough priorities while also demonstrating delivery of MTS and Healthy Streets outcomes.
Discretionary	Additional LIP scheme funding that boroughs will bid for, including Liveable Neighbourhoods that will replace Major Schemes. This funding will be directed towards defined and agreed projects, based on spatial priorities and clear expectations of what outputs and/or outcomes boroughs will deliver through such schemes. This funding stream also includes investment in maintaining borough assets – principal roads and bridges – and will continue to be allocated on the basis of surveys and identified needs.
Strategic	Additional funding to improve bus priority, borough cycling, air quality and other outcomes as needs arise London-wide. TfL research and analysis has identified what London needs and where; this funding is linked to the delivery of specific agreed outputs, i.e. specific projects in specific locations.

- 4.3 All of the borough funding must be seen to be delivering the MTS. However, the boroughs will continue to enjoy some freedom in proposing how best to respond locally to the MTS using the formula funding. A more directed approach will be taken towards discretionary and strategic elements of LIP funding to meet growth or other strategic objectives, such as the Mayor's Healthy Streets Vision. This new approach will be informed by TfL analysis and research that will be shared with the boroughs to encourage greater buy-in to joint working towards delivering what London needs.
- 4.4 TfL's Five-Year Business Plan as announced last December includes significant funding for the London boroughs, as summarised in Table 2 below. This funding sits within the wider Healthy Streets funding portfolio designed to support delivery of the Mayor's Healthy Streets Vision; TfL will now provide LIP funding as part of the Healthy Streets portfolio.

5 LIP3 Guidance

Purpose

- 5.1 The Guidance on Developing the Third Local Implementation Plans is designed to help boroughs prepare LIPs that will set out how local transport improvements will be delivered in line with MTS objectives. Its purpose is to:
- (a) Explain the LIP system and what boroughs will be required to do to prepare their third LIP;
 - (b) Set out the policy context for plan preparation including, among other strategic documents, the MTS and the TfL Business Plan;
 - (c) Indicate where TfL can supply data and analysis helpful to boroughs in setting out the local transport context and in prioritising investment;
 - (d) Draw boroughs' attention to areas of the MTS where they have a particularly significant role to play;
 - (e) 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;
 - (f) Identify who boroughs are required to consult in the preparation of their LIPs;
 - (g) Provide advice on setting third round LIP targets, related to the MTS and boroughs' local and sub-regional priorities;
 - (h) Set out how third round LIPs will be funded; and
 - (i) Supply boroughs with information on how their LIPs will be reviewed by TfL on behalf of the Mayor and how delivery of their LIP programmes will be monitored over time.
- 5.2 New areas of expectation include both the adoption of the Healthy Streets approach and, crucially, a required traffic reduction strategy in response to the priorities in the MTS. It is expected that the latter will go beyond the delivery plan of infrastructure and behaviours programmes, to include areas such as borough parking and planning policy. This is a substantial new expectation.

¹ [N.B. In December 2017 City Hall announced that the 'Corridors' formula funding would be held steady across the life of the Business Plan (and that over £1bn would be invested through the boroughs in that time). However, annual budget processes will be needed and may change other discretionary and strategic budgets.]

- 5.3 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.

Requirements

- 5.4 To satisfy the requirements set out under the GLA Act, a LIP must demonstrate its consistency with the MTS; its adequacy in terms of the measures set out in the LIP to deliver the MTS objectives; and the timetable and date for implementation of those proposals.
- 5.5 To support the 'consistency' and 'adequacy' criteria, the LIP3 Guidance recommends that a LIP should consist of three main sections:
- (i) **Borough Transport Objectives**
This evidence-based section sets out the borough characteristics and the relationship between the transport network and key local issues and challenges and how meeting these will satisfy MTS objectives and outcomes. It identifies local LIP objectives that reflect both local and Mayoral priorities and mirror the timeframe of the MTS.
 - (ii) **Delivery Plan**
This section sets out how a borough will achieve its LIP objectives. The centrepiece of the Plan is a Programme of Investment that sets out the measures and projects designed to effect delivery of the borough's LIP objectives. The Programme will cover a period of investment and delivery that reflects the LIP funding settlement as part of the wider Healthy Streets funding portfolio under TfL's Business Plan.
 - (iii) **Performance Monitoring Plan**
The boroughs' annual reporting is an effective and efficient way to demonstrate the scale of delivery of key outputs through the LIP investment process. This section of the LIP sets out the indicators and targets to be used to assess progress against delivery of LIP objectives and MTS outcomes; it is this that will determine the success or otherwise of a LIP.
- 5.6 The LIP must make a clear distinction between these components. The Borough Transport Objectives sets the context for and determines the Delivery Plan and the Performance Monitoring Plan.

Approval

- 5.7 TfL will assess boroughs' LIPs on behalf of the Mayor, to ensure that the core requirements have been adhered to. LIPs which meet these requirements will be recommended for formal approval by the Mayor who will then decide whether to approve LIPs submitted to him.
- 5.8 If the Mayor does not consider that a LIP satisfies the statutory requirements or if a LIP is not submitted, he may exercise his powers under Section 147 of the GLA Act and require a new LIP to be prepared or to prepare one on behalf of the borough.

Timing

- 5.9 The LIP3 period will become effective from April 2019. The table below sets out the key timescales and milestones for boroughs to prepare their third LIPs within the context of the revision of the MTS.
- 5.10 Boroughs are required to submit a draft for consultation to TfL, as a statutory consultee, by 26 October 2018. 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.

Table 3: Timetable for development and publication of LIP Guidance

Milestone	Date
Boroughs submit 2018/19 Annual Spending Submission, informed by draft LIP3 guidance, to TfL	October 2017
Mayor publishes the MTS and the final guidance on developing the third LIPs	November 2017
Boroughs start third LIP preparation in detail	late 2017
Boroughs submit their consultation draft third LIP to TfL	October 2018
Boroughs submit 2019/20 Annual Spending Submission, informed by final LIP3 guidance, to TfL	October 2018
TfL responds to boroughs advising on adequacy or otherwise of their LIPs	November - December 2018
If required, boroughs amend LIPs and submit final version to TfL	January - February 2019
Mayoral approval of final borough LIPs	March 2019

6 Next Steps

- 6.1 This guidance has been prepared by the Borough Projects & Programmes team in Surface Strategy & Planning with input and support from across the organisation, particularly Strategy & Outcome Planning (SS&P), Counsel and Customer Experience, Customers, Communications & Technology.
- 6.2 This guidance has been reviewed by:
- Managing Director of Surface Transport
 - Acting Managing Director, Planning
 - Director of Surface Strategy & Planning
 - Surface Finance Director
 - General Counsel
 - Head of TfL Project Assurance
 - Head of Finance - Infrastructure
 - TfL Surface Transport Directors
 - GLA Transport Team
 - MTS Steering Group

- 6.3 Pending approval by this Board, the guidance will be issued to the boroughs for consultation in line with the timetable set out at Table 3 above.
- 6.4 Consultation will be co-terminus with the wider Mayor's Transport Strategy consultation, although it will be limited to a smaller, borough-focused group of stakeholders. The analysis of any responses will be taken into account along with any relevant changes to the MTS, and final guidance will be issued alongside the final MTS late in 2017. Any substantial changes to the guidance will be brought back for consideration by HSPB.

List of Appendices to This Report:

Appendix 1 – Guidance on Developing the Third Local Implementation Plans

List of Background Papers:

None

Contact

Contact: Sam Monck, Head of Borough Projects & Programmes
Number: [REDACTED]
Email: [REDACTED]

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