

Royal Borough of Kensington and Chelsea

Local Implementation Plan

2014/15 to 2016/17 Delivery Plan

January 2014

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3 Delivery Plan

3.1. Background

3.1.1. The Mayor of London approved our Local Implementation Plan (LIP) in October 2011. It contained our Delivery Plan and Programme of Investment for 2011/12 to 2013/14. With the first Delivery Plan period now coming to an end, we need to produce a new one to set out how we plan to continue to address our local transport objectives and implement the Mayor's Transport Strategy (MTS) over the next three years. Our objectives remain unchanged and in line with TfL Guidance we are not producing a full new LIP.

3.1.2. This chapter details our new Delivery Plan for the period 2014/15 to 2016/17.

3.1.3. 2013 TfL LIP Guidance requires us to take account of a number of policy developments that have occurred since we drafted our LIP in 2010. Section 3.2 sets out this recent policy context.

3.1.4. Section 3.3 identifies potential funding sources for 2014/15 to 2016/17.

3.1.5. Section 3.4 describes our delivery actions for this time period and beyond. Many of the schemes and projects in our Delivery Plan will help address more than one of our objectives. To avoid repetition, we have set out our objectives and cross referenced the packages of policies, schemes and projects relevant to delivering each one in Table 5. We have then summarised the key elements of each package, illustrated by case studies of successful recent projects. Table 7 demonstrates how each package supports the delivery of the MTS Goals and latest CLSRTP objectives.

3.1.6. We have also identified those aspects of our Delivery Plan that will help deliver the six high-profile outputs identified in the MTS as Mayoral priorities listed below:

- Cycle Superhighway schemes
- cycle parking
- electric vehicle charging points
- Better Streets (the Mayor of London's vision for public realm improvements)
- cleaner local authority fleets
- street trees

We will continue to report annually to TfL on the delivery of the Mayor's high-profile outputs in the borough.

3.1.7. Section 3.5 sets out our indicative high level Programme of Investment for this time period based on the wider delivery actions identified in Section 3.3. It also sets out TfL's indicative proposals for the Transport for London Road Network (TLRN) in the borough.

3.1.8. Section 3.6 identifies our timetable for delivery, how we developed our Programme of Investment, how we consult locally on individual proposals and identifies potential Major Schemes.

3.1.9. Finally, Section 3.7 outlines our approach to risk management.

3.2. **Recent policy context**

3.2.1. There are a number of significant policy developments that have taken place since we drafted our LIP in 2010 which we have taken account of in developing our new three year Development Plan and Programme of Investment. This policy context supplements the continuing policy influences detailed in Chapter Two of our LIP.

3.2.2. **Central London Sub-Regional Transport Plan (CLSRTP)**- This sits between the MTS and LIPs and considers transport issues common across all central London Boroughs and proposals to address them. Whilst it is produced by TfL, it is very much a partnership plan that is heavily influenced by the boroughs. In refreshing our Delivery Plan we need to take into account the most recent Plan published in 2013. The key challenges of the 2013 CLSRTP, which are broadly in line with our own Transport Objectives, are:

- Improving air quality
- Transforming the role of cycling and walking
- Meeting CO₂ targets
- Reducing public transport crowding and improve reliability
- Supporting growth areas and regeneration
- Ensuring capacity at rail stations and efficient onward distribution
- Improving the urban realm and promoting walking
- Managing the different demands on streets

3.2.3. Whilst the major CLSRTP proposals for 2013/14 onwards are dominated by TfL's own investment programme we will continue to work with TfL and the other central London Boroughs to deliver further improvements. These will include improving bus reliability, increasing bus stop accessibility, expanding Pedestrian Countdown at traffic lights, adding new Legible London schemes and expanding the Barclay's Cycle Hire Scheme which we would like to see cover the whole borough. Table 7 demonstrates how our Delivery Plan actions support the challenges identified in the 2013 CLSRTP.

3.2.4. **Roads Task Force** - the Mayor of London's Roads Task Force (RTF) published its findings - 'The Vision and Direction for London's Streets and Roads' in July 2013. The RTF examined peoples' changing expectations of the functions and use of London's road network reflected by increasing levels of walking, cycling and public transport use, with less emphasis on private car ownership and use. It also tackled the challenges facing London's road network and potential options for improvements in the network to help support London's growth while transforming the urban realm, cutting pollution and easing congestion. The three core aims of the RTF are;

- To enable people and vehicles to move more efficiently on London's streets and roads
- To transform the environment for cycling, walking and public transport
- To improve the public realm and provide better and safer places for all the activities that take place on the city's streets, and provide an enhanced quality of life

To address the above challenges and core aims the RTF, in partnership with TfL, proposed the following strategic framework;

- The identification of street-types in a London 'street family' - in recognition that the balance between movement and living functions will vary by location
- The definition of a 'toolbox' of interventions, encouraging authorities to go further and look more widely for solutions appropriate for all street-types
- The importance of a longer-term strategy for investment in London's roads, to drive positive change in the future and new approaches to working with stakeholders

We broadly support the findings of the RTF and look forward to working with TfL to address its key aims which are very much in line with our own long-term LIP objectives. We have identified the current street family types in our 2014/15 to 2016/17 Programme of Investment where we propose improvements. In the longer term, we will consider the benefits of classifying all our roads and streets using the street family approach, whilst recognising that our residents are always likely to regard their own roads as having a higher "place" function and a lower "movement" function. As such our LIP proposals will also reflect the priorities of our residents with a strong focus on public realm, walking, cycling and road safety improvements and initiatives.

- 3.2.5. **Safe Streets for London - TfL's Road Safety Action Plan for London 2020 - (June 2013)** - whilst acknowledging the great progress that the London boroughs and TfL have made over the last decade in reducing road casualties significantly, TfL's new Road Safety Action Plan concludes that there is still a lot we can do collectively to improve road safety in London.

It identifies that for many reasons it is no longer generally people in motor vehicles who are being killed or seriously injured. Over the last twenty years in the Royal Borough, the number of people injured in vehicles in all collisions has more than halved and now accounts for only six per cent of our KSI casualties. In common with our own findings the Plan concludes that "Our efforts in the next few years need to be focused on reducing casualties amongst vulnerable road users."

We broadly support the Plan and will work with TfL through our new LIP Delivery Plan to achieve its key commitments including to;

- Reduce KSI casualties by 40 per cent by 2020 from a baseline of the 2005-2009 average

- Implement engineering measures on a 'critical' list of junctions on the TLRN
- Use new traffic signal technology to improve timings at traffic lights for all road users
- Increase levels of policing and enforcement
- Use new innovative marketing and education resources to focus on improving the safety of children, cyclists, pedestrians, younger drivers and motorcyclists
- Offer every primary school in London support in developing a 'Junior Road Safety Officer' scheme
- Offer school cycle training to every school pupil in London every year as well as supporting boroughs to extend their current child and adult cycle training programmes

This approach is broadly consistent with our own to improve road safety which is underpinned by our innovative education, marketing and training programmes with a focus on vulnerable road users who make up the majority of our road casualties. In 2012 we saw reductions in numbers of pedestrian and motor cyclist casualties over 2011 but an increase in cyclist casualties. We are carrying out some research with TfL to try and identify where cyclist casualties are occurring and to identify potential remedial measures and campaigns. Details of our approach to improving road safety can be found in Sections 15 and 16.

- 3.2.6. **The Mayor's Vision for Cycling (March 2013)** - sets out an ambitious programme of routes, infrastructure and supporting measures to create a step-change in provision for cycling in London. The Vision aims to double the number of people cycling in London over the next 10 years, 'normalising' it as a mode of transport which attracts a range of different people. The Mayor will allocate approximately £300 million to boroughs over the next ten years and approximately £180 million up to 2016/17 to help achieve the Vision through TfL's Borough Cycling Programme.

The Vision identifies four main outcomes;

- A Tube network for the bike - in the Royal Borough this will be made up of the 'Central London Grid' - a series of joined-up, high-capacity cycle routes, largely on quieter backstreets termed Quietways, and a segregated "Crossrail for the bike" along the Westway
- Safer streets for the bike - improvements to encourage cycling and make cyclists feel more safe including cycle training for children and adults and safer lorries and vans
- More people travelling by bike - infrastructure and initiatives to encourage and support the take up of cycling including on-street cycle parking, residential cycle parking, cycle parking at stations and cycle to school partnerships

- Better places for everyone - creating green corridors with more trees, more space for cyclists and pedestrians and less traffic

We broadly support the Mayor's Vision for Cycling and will work with TfL, Royal parks and neighbouring boroughs to deliver its aims and outcomes. We successfully bid for £127,000 for cycle parking and £25,000 for cycle training to supplement our existing funded proposals from Borough Cycling Programme funding for 2013/14. We will also bid for Borough Cycling Programme funding for 2014/15 to 2016/17 to use in parallel with our Delivery Plan proposals aimed at encouraging cycling.

These proposals include providing more cycle parking, expanding the Mayor's Cycle Hire scheme, improving permeability and providing cycle training. Further details of our support for cycling can be found in Section 6.

3.2.7. **Transport safety and security** - safety and security is a key consideration in the development and design of all our schemes and initiatives. Our proposals, including Safer Neighbourhoods initiatives, street lighting, designing out crime and combatting cycle and motor cycle theft, can be found in Section 17 of this new Delivery Plan.

3.2.8. **Enforcement considerations** - we work very closely with the police and our Safer Neighbourhood Teams (SNTs) who are responsible for enforcing moving traffic offences in the borough. We acknowledge that local policing resources have come under severe pressure in recent years. To address this we have paid for additional Police Community Support Officers to increase the size of our SNTs and to provide additional enforcement of antisocial behaviour such as cycling on the footway. Where we cannot justify physical improvements we look to the police to carry out targeted enforcement campaigns commensurate with their other duties. Our Civil Enforcement Officers are responsible for enforcing parking restrictions and we work closely with them to target any parking behaviour that we identify which presents a risk to road safety.

Our enforcement policies and proposals are set out in the Road Safety and Safety and Security Sections of this new Delivery Plan.

3.2.9. **Air quality** - transport has a huge impact on air quality in the borough and we designated the entire borough as an Air Quality Management Area in 2000. Many of our Delivery Plan proposals will have a positive impact on air quality by encouraging the take up of sustainable transport modes and changes in car use behaviour.

3.2.10. We have successfully bid for funds for projects from the Mayor's Air Quality Fund and other sources and propose to use some of our LIP funding over the next three years to match fund these allocations. Projects include monitoring air quality, engaging with businesses, schools and the local community and installing and monitoring green infrastructure at key sites (see Section 8 of this Delivery Plan).

- 3.2.11. We are pleased to be party to the successful Central London Sub Regional application to the Mayor's Air Quality Fund. Over the first two years of the LIP Delivery Plan period, this project will focus on working to improve the local business community's awareness of the air quality problem in central London, and on driving businesses' behaviour change to improve air quality.
- 3.2.12. **Health** - Transport has a key role in improving our residents' health, mainly through reducing road traffic collisions, improving air quality, reducing noise and encouraging active travel. Recent research suggests that there is a wide range of health benefits associated with active travel in relation to, for example, diabetes, mental wellbeing, obesity, bone strength and breast cancer.
- 3.2.13. Our Transport Policy Service sits on our Health and Wellbeing Board and contributes to our emerging Health and Wellbeing Strategy. One of this strategy's main themes is 'Achieving and Maintaining a Healthy Weight in Children' in which encouraging active travel will play a significant part.

We recently re-launched our 'Healthy Schools' project as a Tri-Borough initiative in partnership with Hammersmith and Fulham and Westminster City Councils. This programme will continue to encourage physical activity through active modes of travel and road safety awareness amongst school pupils linked to school travel plans. For adults, we have a Physical Activities Steering Group and the Kensington and Chelsea Community Sport and Physical Activity Network (CSPAN) which encourage wider participation in sport and recreation, including active modes of travel.

- 3.2.14. **Bus stop accessibility** - currently 194 out of the 225 (86%) bus stops on our roads are accessible. We will continue to work with TfL to secure every opportunity and the necessary funding to make the remaining bus stops accessible wherever possible to help achieve the Mayor of London's target of making 95 per cent of all bus stops accessible by the end of 2016 - see Section 3 of this Delivery Plan - Buses.
- 3.2.15. **London Highways Alliance Contract (LoHAC)** - is a TfL-led Framework Contract covering a range of highways services including road maintenance, improvement schemes, feasibility, design and construction and is open to all boroughs. TfL is keen for boroughs to make use of elements of LoHAC to ensure best value.
- 3.2.16. We have our own supply chains in place for these works and services but will continue to work with TfL to see if we can make use of LoHAC without compromising our own term contracts, several of which we procure collaboratively with Hammersmith and Fulham to deliver savings, or the quality that we demand through them.

3.3. Funding sources

3.3.1. We use several sources of funding to implement our work programmes in addition to our LIP allocations. Table 4 summarises potential funding sources and an indication of likely amounts over the period 2014/15 to 2016/17.

3.3.2. The Council budgets shown below and are indicative only at this stage. We approve our annual budgets each March before the following financial year.

Table 4 - Estimated Potential Funding Sources

Potential Funding (£,000s)				
Programme / Funding Source / Financial Year	2014/15	2015/16	2016/17	Total
Traffic and Transport				
LIP allocation - Corridors and Neighbourhoods / Smarter Travel*	1,678	1,646	1,720	5,044
LIP allocation - Local Transport*	100	100	100	300
Council capital / revenue	983	923	923	2,829
Other Sources				
Developer contributions**	890	135	0	1,025
Total	3,651	2,804	2,743	9,198
Road and Footway Improvements and Maintenance				
LIP allocation - Principal Road Maintenance*	287	287	287	861
Council revenue - carriageways	1,354	1,354	1,354	4,062
Council revenue - footways	2,511	2,511	2,511	7,553
Total	4,152	4,152	4,152	12,456
Bridge Maintenance and Refurbishment				
LIP allocation*	0	0	0	0
Council capital / revenue	278	2,113	158	2,549
Total	278	2,113	158	2,549
Lighting Repairs and Improvements				
Council revenue	1,184	1,184	1,184	3,552
Total	1,184	1,184	1,184	3,552
Other Council Capital				
Golborne Road Area Improvement	630	870	0	1,500
Parking Geographical Information System	111	0	0	111
Highways IT System	200	67	0	267
Total	941	937	0	1,878

* These LIP allocations are subject to annual confirmation from TfL

** These amounts are based on current estimates and are dependent on the associated developments being implemented over the three-year LIP period. In addition, we are currently negotiating substantial Section 106 transport-related contributions associated with the Lots Road Power Station and Earl's Court developments. Subject to the above caveats, these may come on line towards the end of this three-year LIP period.

Table 5 - Transport Objectives / Delivery Packages Matrix

	Delivery Packages																
	1. Development management	2. Rail and Underground	3. Buses	4. Inclusive transport	5. Travel planning	6. Cycling	7. Walking	8. Cleaner vehicles	9. Car clubs	10. Streetscape	11. Managing on-street parking	12. Road and footway maintenance	13. Network management	14. Noise pollution	15. Road safety - education, publicity and enforcement	16. Road safety - engineering	17. Safety and security
Royal Borough Transport Objectives																	
1: Improve accessibility to places and services, especially for those with special mobility needs	■	■	■	■	■	■	■		■	■	■	■	■		■	■	■
2: Make it easier for residents to choose walking, cycling and public transport over private car ownership and use	■	■	■	■	■	■	■		■	■		■	■		■	■	■
3: Improve the quality, reliability and inclusivity of public transport		■	■	■								■	■				■
4: Reduce transport - related air and noise pollution and carbon dioxide emissions	■				■	■	■	■	■				■	■			
5: Manage on-street parking and loading to achieve a better balance between the competing demands on kerb-side space			■			■					■						
6: Improve journey time reliability for all road users		■	■								■	■	■				
7: Improve the appearance and efficiency of our streets and places, and make them inclusive for all	■		■			■	■			■	■				■	■	■
8: Reduce the number and severity of road accident casualties					■	■	■					■			■	■	

3.4. **Delivery actions**

1. **Development management**

- 3.4.1. Our LDF Core Strategy strategic objective for transport - Better Travel Choices - is for walking, cycling and public transport to be safe, easy, attractive and inclusive for all and preferred by residents and visitors to private car ownership and use. To achieve this, new development must be appropriately located and must include from day one all the facilities needed to encourage walking, cycling and public transport use, whilst not encouraging the use of private cars.
- 3.4.2. We are carrying out a review of our Core Strategy in order to ensure it complies with the National Planning Policy Framework. We are also taking the opportunity to review those policies that remain in our Unitary Development Plan and to carry them forward into the Core Strategy where they are still relevant. This will make our policy framework simpler to understand and more effective. As part of a wider policy review we have revisited and rewritten the Transport Supplementary Planning Document (SPD) and will be consulting on a new Transport and Streets SPD towards the end of 2013. This SPD will update our guidance to developers on our parking standards, streetscape and managing construction traffic policies. We have already consulted upon our Core Strategy amendments and there will be an Examination in Public at the start of 2014. We plan to adopt the reviewed policies later that year.
- 3.4.3. **Location** - we will continue to require high trip-generating development to be located in areas well-served by public transport and where there is sufficient public transport capacity or will be as a result of committed improvements. We will work with developers to support sustainable transport options and minimise any material increase in traffic congestion or on-street parking pressure resulting from development. Examples include the provision of cycle parking, additional Mayor's Cycle Hire docking stations, car club bays, electric vehicle charging points and public realm improvements. For larger development proposals we require applicants to submit a transport assessment.
- 3.4.4. **Public transport** - we will work to secure improvements to public transport services and access to them, giving priority to areas that currently have lower levels of accessibility. We will also work with partners to ensure that the provision of step-free access is incorporated into re-development proposals at all Underground stations. We have secured funding for step-free access at West Brompton station as part of the Earl's Court redevelopment.
- 3.4.5. **Parking** - we will require all new residential development to be resident parking permit-free and any car parking provided must be at or below our maximum standards and include appropriate provision for charging electric vehicles. Any parking in non-residential development must be for essential need only. We will require that where development creates new on-street parking it is managed so that parking demand is controlled and the need for off-street parking is minimised. We will also resist new public car parks.

- 3.4.6. As part of the review of our planning policies we will move our parking standards from the UDP into the new Transport and Streets SPD. We will be proposing a significantly reduced maximum level of car parking for new development that more closely reflects car ownership levels in the borough.
- 3.4.7. **Permeability** - we will protect existing footways, footpaths and cycle routes or land over which the public has right of way. We will also encourage new streets, footpaths and cycle links that improve permeability to be delivered through development and in particular at the Kensal Gasworks site, the Lots Road Power Station site as well as links under and over the West London Line into the White City Opportunity Area in Hammersmith and Fulham. New streets are already being constructed at Wornington Green and in the Warwick Road developments and have been secured at Earl's Court.
- 3.4.8. We will also work with TfL to improve the streets within the Earl's Court One-way System and we retain our long term aspiration to return the streets to two-way operation. We will also seek to secure improvements to the pedestrian environment in the area and will investigate new opportunities to secure these objectives as they arise. We have secured funding for pedestrian improvements on Earl's Court Road from the Earl's Court redevelopment.
- 3.4.9. **Walking and cycling** - we will require improvements to the walking and cycling environment including cycle parking and for commercial developments, showering and changing facilities.
- 3.4.10. **New pedestrian links to the White City Opportunity Area** - we are working with TfL, Hammersmith and Fulham and developers to secure new pedestrian links from North Kensington to the bus routes on Wood Lane in Hammersmith and Fulham. Hammersmith and Fulham has secured the delivery of a new pedestrian and cycle route under the West London Line as part of the Imperial College West Campus development. Given the projected build programme this link should be delivered within five years, subject to agreement with Network Rail. A second pedestrian link is envisaged just south of the Hammersmith and City line viaduct. This is included in the draft White City Opportunity Area Planning Framework and is classified as essential so should attract funding through development levies at White City. Westfield is obliged to use all reasonable endeavours to deliver the bridge under the terms of its planning consent to develop lands north of their shopping centre.
- 3.4.11. **Water** - we will ensure that any new development adjacent to the River Thames or Grand Union Canal takes full advantage of, and improves opportunities for, public transport and freight on the water and walking and cycling alongside it.
- 3.4.12. **Road safety and travel planning** - we require new development to incorporate measures to improve road safety and in particular the safety of pedestrians, cyclists and motorcyclists. We will resist development that compromises road safety. We will also require Travel Plans for education-related development and larger scale residential and commercial proposals.

2. Rail and Underground

- 3.4.13. Our ability to deliver major improvements to the local rail and Underground infrastructure relies heavily on collaborative working with rail industry bodies, most notably, Crossrail, London Overground, Network Rail, the Train Operating Companies and London Underground.
- 3.4.14. **Enhancements to the West London Line** - This has been a major success story in recent years, to the extent that further capacity increases are needed to keep pace with the strong growth in demand. We will continue to support proposals to connect the West London Line to HS2, Crossrail and Great Western rail services station at Old Oak Common - which would greatly improve access to those services from the western side of the Royal Borough. We remain keen to see the renaissance of the West London Line extended to serve the residents of North Kensington, through the reopening of the former station at North Pole Road. The Old Oak Common interchange would generate additional demand for a station at North Pole Road, though we believe that there is already justification for TfL to consider such a station, given the poor accessibility of the catchment area around it, and the scale of new development in the White City Opportunity Area.
- 3.4.15. **Crossrail Station at Kensal** - there is an once-in-a-lifetime opportunity to transform the connectivity of North Kensington and unlock the potential to regenerate one of the most deprived areas of the country and generate £690 million additional Gross Value Added, through the creation of a station in the Kensal Opportunity Area. Initially, the station would service the trains that are scheduled to run only as far west as Paddington, and that would otherwise terminate at a sidings at Paddington New Yard. Map 9 shows the proposed location of the station.
- 3.4.16. We were very disappointed that the Crossrail Sponsors are not presently supporting our proposal for a Crossrail station at Portobello, but we are encouraged that the Transport Minister has agreed to consider our further representations on the business case for a station. The Minister's reasons for rejecting our proposal were based on an incorrect assumption that all 24 trains per hour would call at the Portobello station, whereas we hope to persuade him that it would be possible to operate a mix of stopping and non-stopping trains through the Portobello stretch of railway. We will continue to work with the Crossrail Sponsor Team on this important proposal.
- 3.4.17. Without prejudice to our work on a Crossrail station, we will also work with TfL on a study to look at how best to connect the Kensal Opportunity Area to the HS2 station at Old Oak Common.

Map 9 - Proposed Location of Crossrail Station at Kensal



- 3.4.18. **Chelsea - Hackney Line** - we welcomed TfL's recent consultation on Crossrail 2 and confirmed our support for both the Metro and Regional options, with a King's Road station. Our survey of residents and businesses found strong support for the line in Chelsea and we believe it has the potential to deliver huge benefits locally as well as for London as a whole. Over the next year or so, our priority will be to work closely with TfL to ensure that the King's Road station is located in such a way as to deliver maximum benefits to residents and businesses in Chelsea. We would like a full option appraisal of both the currently proposed Chelsea Fire Station site, and one or more stations further west, where existing public transport provision is relatively poor and where a station could better address deprivation in the south west corner of the borough.
- 3.4.19. **Underground stations** - London Underground Limited (LUL) is responsible for delivering station improvements and measures to reduce overcrowding and we will work with LUL and TfL to achieve them. Current projects include upgrading the sub-surface lines with new air-conditioned walk-through rolling stock, new tracks, remodelled junctions and a new signalling system. Once the upgrade is completed in 2018 it will be possible to run more trains, providing more capacity and faster journey times. Other projects include looking at ways to improve the Notting Hill Gate station ticket office and we look forward to seeing LUL's plans for South Kensington Station, which we expect to include step-free access.
- 3.4.20. **Westbourne Park Underground station** - we are encouraging TfL to develop proposals for a new northern entrance to Westbourne Park Underground station which we believe would greatly improve access to it from the Acklam Road area and the Westbourne Business Studios.

3. Buses

- 3.4.21. In partnership with TfL and bus operators we aim to increase the availability of bus journey time information, improve access to bus stops and increase the reach of the local bus network. Together we can improve the quality of bus services through route reviews, introducing appropriate bus priority measures and greater use of telecommunications to improve the control of, and information on, bus movements. Higher standards of driving could also significantly improve the quality of bus journeys. We have persuaded TfL to introduce the New Bus for London to the borough on two confirmed routes, with more under consideration. These are quieter and more environmentally friendly vehicles than older buses.
- 3.4.22. **Bus services** - although there is an excellent bus network in most parts of the borough, we remain concerned that some parts of the borough are less well-served. We will lobby TfL to improve north-south movement, in particular, for instance by seeking new pedestrian links from North Kensington to the bus routes along Wood Lane. We also look forward to working with TfL on the comprehensive review of what the bus network should look like once Crossrail operations begin.

- 3.4.23. **Bus reliability schemes** - we believe that buses can usually best be helped by measures that improve the general movement of traffic. These include reviewing waiting and loading restrictions and bus stop layouts and increasing parking enforcement on bus routes particularly at locations where we have identified problems with bus operators and passengers. We will continue to work with TfL and bus operators to review specific problem 'hotspot' areas and identify and implement measures to improve traffic flow.
- 3.4.24. **'Real Time' bus service information** - we welcome the introduction of Countdown which is TfL's 'real time' bus arrival information system. Passengers are able to access 'live' bus arrival information for every bus stop in London via either a countdown sign, text message or from the internet. We will seek financial contributions from developers to continue to install Countdown signs inside bus shelters at stops from nearby developments. We will also encourage local cafes, shops and public buildings, such as hospitals, to install countdown signs on their premises.
- 3.4.25. **Bus stop access** - we will continue to make it easier for bus passengers with reduced mobility to board and alight buses. We will consider bus stop access during the design and development of all traffic schemes. We will review access to bus stops in light of changes which may be required when the New Bus for London appears on our streets. Currently 194 out of 225 (86%) bus stops on our roads are accessible. We plan to make an additional 6 stops accessible in 2013/14.

4. Inclusive transport

- 3.4.26. We recognise the many difficulties that certain groups such as children, older people and those with reduced mobility or learning difficulties have in accessing public transport. We therefore work with partners such as Age UK, Action Disability Kensington and Chelsea (ADKC) and Westway Community Transport (WCT) to identify gaps and provide affordable tailored services to meet them.
- 3.4.27. **Community transport** - we spend approximately £8.6 million per year providing subsidised transport services to children, older people and those with reduced mobility or learning difficulties. We do this in two main ways. Firstly, we meet part or all of the cost of older and disabled residents' travel on public transport and, where appropriate, by taxi, through initiatives such as Freedom Pass and Taxicard. Secondly, we provide transport through partners such as WCT to and from places such as day care centres and special educational needs schools.
- 3.4.28. **Mobility Forum** - we hold four Mobility Forums each year which act as a focus for consultation, particularly for representative groups of older and disabled public transport users. These meetings also provide a platform for service users to raise issues for either the Council to remedy or to take up with TfL and public transport providers.
- 3.4.29. **'Out and About' mobility scooter loan** - we will continue to support this scheme launched in 2005 to provide an electric powered scooter loan service to

people who live or work in the borough. WCT manage the service and provide scooters in different areas of the borough on different days. We are investigating extending the scheme to cover five days a week, increase the number of days it operates from its original base at Kensington Town Hall and provide a drop-off service to customers' homes or other locations to best meet their individual needs.

- 3.4.30. **Travel mentoring** - we will continue to support our travel mentoring scheme which we set up in 2009 to help older residents and those with impaired mobility or learning difficulties to use public transport more independently in partnership with Age UK. We also plan to tender for an expanded service in collaboration with Hammersmith and Fulham and Westminster as part of our Tri-Borough arrangement.
- 3.4.31. **School travel plans** - both of our special educational needs schools have Council and TfL approved school travel plans in place. We will continue to work with them to implement their plans.
- 3.4.32. **All ability cycling** - we also support cycling sessions for disabled people through an 'All Ability Cycling Club' based at Little Wormwood Scrubs. Its aim is to give members an independent cycling experience in a safe and supported environment. The club is an informal, social environment where members build their confidence and fitness while having fun and making new friends. We delivered 68 sessions in 12/13 attended by 214 people.
- 3.4.33. **Step-free LUL stations** - we want access to the network to be step-free and will continue to work with partners to achieve this. We will also require new developments to contribute toward step-free access and ensure it is delivered at stations in the borough where there is an opportunity for re-development and will continue to lobby TfL to do likewise. South Kensington station in particular requires modernisation, reconfiguration and step-free access to cope with the huge numbers of people who use it daily. Improvements to the existing pedestrian tunnel to the nearby museums would also be desirable. We look forward to considering London Underground's latest proposals for the station.

5. Travel planning

- 3.4.34. Travel plans promote and provide guidance on sustainable travel options for a particular location such as a school or workplace to encourage the use of sustainable, environmentally friendly, and, ideally, active modes. We have promoted travel plans in schools for a number of years and all our schools now have an approved plan. Our approach to school travel planning is set out in more detail in our [Sustainable Modes of Travel to School Strategy](#)
- 3.4.35. Through school travel planning and 'smarter travel' initiatives - targeted measures promoting sustainable travel - we have achieved a real shift away from car journeys on the school run at a comparatively low cost. We are now focussing on helping schools to implement their travel plans and helping employers to develop and implement travel plans.

3.4.36. We have also seen impressive modal shift figures by some of the employers that we have been supporting on workplace travel plans - see case study below.

Case Study - Education First Headquarters

Education First (EF) is a large private educational company, centred on language learning, educational travel, cultural exchange and academic programmes. It operates 450 schools and offices in over 54 countries and employs around 200 people at its Chelsea Manor Street head office.

We supported EF head office in developing its first workplace travel plan in 2009 as part of its staff health and well-being strategy. EF completed its second travel plan in 2012. The results of the travel surveys (53% response rate) showed a remarkable shift towards active modes as summarised below:

Mode	2010	2012
Car use	1%	0%
Travel by bike	9%	18%
Walk to work	22%	25%
Tube	40%	30%
Bus	16%	15%
Train	11%	9%

We supported EF in implementing measures to help achieve this modal shift including:

- March 2010 - we installed 12 cycle stands on EF premises
- March 2012 - we provided match funding to improve shower and changing facilities
- August 2012 - we installed further cycle parking and there is now space for 50 bikes

EF also implemented the following initiatives:

- Participated in 'Walk to Work' and 'Bike Week' every year
- Set up a dedicated active travel area on its staff intranet
- promoted our cycling initiatives such as training, bicycle maintenance and our Bikeminded initiative on staff notice boards
- encouraged video conferencing to reduce work-related travel

Expanded cycle parking at EF Head Office



- 3.4.37. **School travel plan implementation** - all 77 Local Education Authority and independent schools in the borough, including two special educational needs schools, have Council and TfL approved travel plans. We will focus on helping them implement measures such as reviewing parking arrangements outside the school and review their plans over the lifetime of this LIP.
- 3.4.38. In 2012/13, 42 schools reviewed their travel plans and 28 of those schools received TfL STAR accreditation: 2 were outstanding, 8 received the higher standards accreditation and 18 reached the sustainable level.
- 3.4.39. **Workplace travel plan development and implementation** - we created a Workplace Travel Plan Network three years ago, which meets twice a year to share best practice on smarter travel initiatives. Twelve large and medium employers are represented, including the V&A, the Natural History and Science Museums, the four main hospitals in the borough, Harrods and Innocent Drinks.
- 3.4.40. Travel plans at these organisations cover over 25,000 employees travelling into or within the borough to work. We will continue to support these organisations to implement their plans as well as help more employers to develop travel plans. The main emphasis of the majority of travel plans in the borough is the support for and promotion of cycling. We offer workplaces with a travel plan free

cycle parking, cycle training for staff and regular cycle maintenance sessions. All the businesses who we engage with now have a dedicated internal webpage promoting walking and cycling for staff.

- 3.4.41. **Council travel plan** - we completed our staff travel plan in 2009 with the aim of reducing the percentage of staff driving to work and for work journeys, and increasing those walking or cycling. We have since reduced the percentage of staff driving to work from eight to four per cent in 2012. We have achieved this reduction through a package of benefits for staff including free bicycle grants as well as regular promotional activities.

6. Cycling

- 3.4.42. We are working with TfL and neighbouring boroughs to create the Central London Grid, part of the Mayor of London's Vision for Cycling proposals. Through the delivery of this network of properly joined-up cycle routes on lightly trafficked roads we will make it much easier to cycle in the borough. New links will mean that people who are less confident about cycling will not need to take huge detours to avoid the busiest roads.
- 3.4.43. We also offer free cycle training, bike maintenance courses, public Dr Bike sessions and innovative group cycling tours around the borough to encourage more people to cycle. Our aim is to make cycling inclusive and available to all residents. Our 'all ability' cycle training enables people with disabilities to enjoy cycling and we offer free 'recycled' bikes to residents who do not have their own.
- 3.4.44. **Mayor of London's Cycle Hire** - we have worked with TfL to expand the Mayor of London's Cycle Hire scheme, identifying 23 sites for new docking stations across the borough south of the Westway. These will be operational by the end of 2013. We would like the scheme to cover the entire borough and will work with TfL and other boroughs to decide how best to realise this goal
- 3.4.45. **Improving permeability** - a simple but crucial part of our cycling programme has been to make it easier for cyclists to avoid circuitous one-way detours and intimidating busy roads, by allowing them to cycle in both directions on some one-way streets. We do this with minimal physical traffic management measures and - following our lobbying of DfT - simple, intuitive signing. We have a programme of schemes for implementation in 2013/14 and beyond that we will coordinate with our work on the Central London Grid, so that we do not miss opportunities for localised improvements away from the Grid.
- 3.4.46. **MTS High-Profile Output - expanding cycle parking** - we currently have approximately 4,800 cycle parking spaces across the borough (both on-street and off-street for example on housing estates). We allocate approximately £40,000 of our LIP funding to cycle parking each year but have also been very successful in using additional TfL cycle parking funding to deliver extra parking. For example in the previous two years we installed around 1400 new spaces and are on track to deliver the 1730 new spaces we committed to in our first Delivery Plan (2011/12 to 2013/14).

- 3.4.47. We will continue to respond to requests from the public, schools, and workplaces for cycle parking. We will integrate cycle parking into our day-to-day reviews of our Controlled Parking Zone and conduct cycle parking area audits, as resources permit.
- 3.4.48. Because of limited space, it is increasingly difficult to respond positively to many requests for cycle parking on the footway, so we will expand the use of 'cycle hoops' on existing signposts and place cycle stands parallel to the kerb, at locations where this would not bring them into conflict with parked cars. Where it is not possible to meet the demand for cycle parking on footways, we will consider opportunities to install cycle stands on the carriageway. We aim to improve cycle parking on housing estates in the borough by providing secure shelters in locations agreed with our residents. Table 6 summarises our indicative cycle parking proposals for this three-year LIP period.

Table 6 - Indicative Cycle Parking Proposals

	2014/15	2015/16	2016/17	Total Spaces
On-street (footway) cycle hoops	150	125	100	750
On-street (footway) cycle stands	30	25	20	150
In-carriageway cycle stands	10	10	10	60
Off-street stands (housing estates)	50	50	50	300
Total	240	210	180	1260

NB - **One** cycle stand or hoop equates to **two** cycle parking spaces

- 3.4.49. **MTS High-Profile Output - Cycle Superhighways** - we are in discussions with the Mayor's Cycling Commissioner and TfL on his proposals for a new Superhighway along Kensington High Street, and for changes to the existing Route 8. For either scheme to proceed, they would need to be designed extremely carefully so as to deliver benefits to cyclists while respecting our streetscape principles.
- 3.4.50. **Training** - we will continue to promote and deliver cycle training to children in our schools and to adults who live or work in the borough. We offer training to all schools with an approved travel plan. 20 primary and three secondary schools took up that offer in 12/13 and we delivered training to 812 children. We also delivered individual training to 400 adults.
- 3.4.51. TfL's Road Safety Action Plan for London 2020 commits to offering cycle training to every pupil in London every year. We will support this commitment and were successful in securing an additional £25,000 for cycle training in 2013/14 from TfL's Borough Cycling Programme fund associated with the Mayor's Vision for Cycling. We will bid for further additional funding from

Borough Cycling Programme funding for this three year LIP period to expand our cycle training programme. We will also retender our contract for providing cycle training in partnership with Hammersmith and Fulham to secure best value and maximise the level of training both boroughs can provide with the funding available.

- 3.4.52. **Bikeminded cycling promotion project** - we will build on the success of our three-year European Union-funded marketing project which led to our Bikeminded website and social media activity and a programme of related activities, all aimed at establishing a Kensington and Chelsea's reputation as a good place to cycle. See www.bikeminded.org

7. Walking

- 3.4.53. Walking is the most sustainable mode of transport as well as being a part of the vast majority of journeys. We recognise this in our track record of high standards of footway maintenance and provision for pedestrians. We also carry out targeted improvements such as pedestrian crossing and wayfinding improvements including 'Legible London' signing which we have installed in most of our main shopping and tourist areas in partnership with TfL.
- 3.4.54. Our major streetscape schemes, such as Exhibition Road as well as our smaller local streetscape improvements all assist pedestrian and encourage walking. We are currently looking at improving the pedestrian environment in Notting Hill Gate and around Lots Road, linked to major development proposals for these areas.
- 3.4.55. Alongside these specific interventions, we know how important it is that pavements are well maintained and clutter-free, that drains are kept clear, and also that tables and chairs outside bars, cafes and restaurants are not allowed to spread across our pavements unchecked.
- 3.4.56. We believe promoting walking through education and publicity is also an important tool in increasing walking and, especially for children, can lead to long-term sustainable transport mode choice.
- 3.4.57. **Training** - we will continue to promote and deliver training to children in our schools as well as promote 'Walk to School' and 'Walk to Work' weeks. In 2012/13 we carried out training with 800 children in 19 primary schools, introducing young children to the principles of safe walking and crossing the road.
- 3.4.58. Scooters have become a popular means of travel to school and we will continue to carry out our innovative 'Scootersurfers' training programme in schools across the borough. In 2012/13 we delivered playground-based scooter training, combining basic scootering skills with pedestrian safety to 900 children in ten schools.
- 3.4.59. **Pedestrian crossing improvements** - we will continue to work with TfL, which is responsible for all traffic lights in London, to ensure that all traffic light

junctions have pedestrian facilities where justified and appropriate in relation to traffic flows and junction capacity. We receive regular requests to provide pedestrian facilities at some junctions, such as Fulham Road / Beaufort Street, where there are either no or limited pedestrian phases. Very often we have turned down these requests because of the additional congestion that pedestrian crossings would cause, as well as the potential displacement of traffic to residential roads. In future, when we receive requests for new signalised pedestrian crossing facilities at junctions, our assessment will also include consideration of the Roads Task Force's new categorisation of street types. By taking into account both the "movement" and "living" functions of the roads involved, we will be better able to balance pedestrian amenity and the need to keep road traffic moving. It will still not be possible or appropriate to respond positively to all requests, but this approach should add transparency to discussions about new signal phases.

- 3.4.60. We will continue to work with TfL to incorporate streetscape improvements into its programmed modernisation works at traffic lights across the borough.
- 3.4.61. We are also keen to work with TfL with the incorporation of Pedestrian Countdown systems into appropriate traffic light installations on our roads. Pedestrian Countdown helps traffic light junctions operate more efficiently by providing pedestrians with clear information on how long they have to cross a road.
- 3.4.62. **Wayfinding** - 'Legible London' is a wayfinding system for pedestrians, developed by TfL, which provides clear and consistent information at key points. It makes use of obelisk type signs and fingerpost signs selected to suit each location. The key feature of the signs is that they incorporate 'heads-up' mapping with maps orientated in the direction that people are facing. We first used Legible London signs as part of the Exhibition Road and South Kensington improvements. More recently, we have installed them on Portobello Road, Kings Road, Gloucester Road, Sloane Street and around Olympia. We will investigate the potential for further schemes on key walking routes such as Fulham Road. We will also encourage TfL to provide more local maps at bus stops and underground stations.

8. Encouraging the use of cleaner vehicles

- 3.4.63. While trends in technology and changes in national and European legislation are likely to have the largest impact in encouraging the use of less polluting vehicles, we have a role to play in providing clear support for them.
- 3.4.64. **Graduated resident parking permit scheme** - since 2008, when we linked the cost of residents' parking permits to vehicles' CO₂ emissions, we have seen a welcome increase in the proportion of our residents' vehicles in the two lowest-emitting bands. However, we have made less progress in reducing the proportion of vehicles in the most polluting bands. We will keep this policy under review, and consider the case for further increasing the price differential between bands.

- 3.4.65. **MTS High-Profile Output - electric vehicle charging points** - most of the borough is within a mile of at least one electric vehicle charging point. We will encourage and support car park providers to install recharging facilities. We will continue to require the provision of charging points in car parks in new developments.
- 3.4.66. We installed on-street charging points at two prominent locations, in Seville Street, outside Harvey Nichols and in Talbot Road, near Portobello Market in 2013 under an experimental traffic order. We will monitor usage of both bays before deciding whether to make them permanent or indeed to install additional ones.
- 3.4.67. We will work closely with TfL on its plans to transfer the Source London scheme to a private operator, and will review our policy on electric vehicle charging once that transition is complete. In the meantime, we will continue to work with the Kensington and Chelsea Tenant Management Organisation on opportunities to use its under-used car parking spaces to support the development of electric private hire vehicles.
- 3.4.68. **MTS High-Profile Output - cleaner Council fleet** - About a quarter of our 67-strong Council fleet are hybrid vehicles and we are about to take delivery of a fully electric van. Half of our vehicles meet the Euro 5 standard.
- 3.4.69. **Air quality monitoring** - we will continue to monitor concentrations of local pollutants through our network of monitors. These include Cromwell Road and Earl's Court Road due to the continued high levels of NOx and elevated levels of particulates (PM10 and PM2.5) measured at these sites. We disseminate the data via the London Air website and use it in our annual review and assessment reports and to increase our understanding of the contributions of emissions from road transport to the measured concentrations. We plan to expand our air quality community, business and school engagement work and install and monitor green infrastructure at key sites.
- 3.4.70. **Cleaner buses** - following our lobbying TfL has chosen route No 11 as the second in the Capital to be entirely served by the New Bus for London from September 2013. The route runs from Liverpool Street Station to Fulham Broadway, taking in the full length of the King's Road and many other tourist attractions. Route 9 - Aldwych to Hammersmith - will follow shortly afterwards with the planned introduction of the new vehicles by the end of 2013. Cleaner and greener than its predecessors, the new diesel-electric hybrid vehicles have been shown to produce much lower emissions than an average hybrid bus and 20 per cent less carbon dioxide. We will continue to ask TfL to introduce cleaner, quieter buses in our borough.

9. Car clubs

- 3.4.71. We are enthusiastic supporters of pay-as-you-go car clubs. They provide an environmentally sound and financially attractive alternative to private car ownership. Car clubs encourage members to consider the costs of each trip

that they make. As a result they tend to walk, bicycle or use public transport much more.

3.4.72. **On-street bays** - our car club network spans the entire borough and is one of the densest in the country. The first car was launched in February 2003. The scheme has been very successful, attracting nearly 7,000 members in the borough. We now have 170 on-street spaces, which are run by two different operators. Over 90 per cent of our residents live within five minutes walk of a car club bay.

3.4.73. **Developments** - we will encourage the provision of car club membership and publicly available on-site car club bays in developments.

10. Streetscape

3.4.74. We are very proud of our inherited streetscape and intend to protect and enhance it for future generations. We recognise that the design, construction, management and maintenance of our public space are vital in improving and maintaining our public realm. Good streetscapes encourage walking and cycling; they promote regeneration and support the retail and business sector by creating a safer, more appealing environment.

3.4.75. We were one of the first boroughs to champion streetscape issues and published our Streetscape Design Guide in July 2004. We followed this up with the 2008 publication, Transport and Streetscape Policies and published an [updated Design Guide in 2012](#). We strongly support the Mayor of London's Better Streets initiative strongly.

3.4.76. **Our streetscape design principles** - we developed our design principles during the design and implementation of the award-winning Kensington High Street improvements. We now incorporate them into the development of all our traffic, road safety, maintenance and environmental improvement schemes and they are embedded in our LDF Core Strategy. Our main principles are:

- preservation of the historic fabric of the Royal Borough
- respecting and enhancing local character
- willingness to consider innovative design
- experimentation - a willingness to see what works
- reduction of street clutter
- high quality materials
- minimum palette of materials
- simple, clean designs
- coordination of design and colour
- equal and inclusive access for all road users
- maintaining the existing and improved environment

3.4.77. **Streetscape initiatives** - we will continue to carry out streetscape improvements. We recently completed schemes in Norland Road, Talbot Road (see Case Study below) and outside All Saints Church in Notting Hill. We are

currently developing proposals for Pavilion Road - in partnership with Cadogan Estates, Devere Gardens following the redevelopment works and Gloucester Road. Potential pipeline major schemes include around Golborne Road Market in North Kensington, and in Notting Hill Gate and around Lots Road associated with the development proposals for these two areas (see Major Schemes).

Case Study - Talbot Road Streetscape Improvements

Talbot Road is located in the north of the borough linking Portobello Road to Westbourne Park Road. As part of a Streetscape Review we identified the paved section of Talbot Road adjacent to All Saints Church as an area that would greatly benefit from improvement.

The existing layout incorporated a segregated cycle route that cut through the paved area at carriageway level. A segregated route took eastbound cyclists on the footway to bypass the no-entry signs associated with the one-way restriction and across a raised table into the paved area. There was a considerable amount of clutter associated with the layout and pedestrians had to cross the segregated cycle lane which was at a different level to the rest of the area.

We had identified Talbot Road as one of the locations for expansion of the Cycle Hire Scheme and proposed a new docking station on the south side of the paved area. We incorporated the foundations necessary to house the docking station into our scheme.

The new layout uses high quality natural stone, with key features around the tree surrounds mirroring the design of the windows on All Saints Church. The design incorporates contra flow cycling on the one-way street which allows easier access to the single level surface for shared use by pedestrians and cyclists.

Before



After



- 3.4.78. **Area reviews** - we will continue to look for opportunities for general streetscape improvements to reduce street clutter including guard railing. We will investigate areas no bigger than a ward for opportunities for quick-win de-cluttering schemes and to identify broader, longer-term improvements to tackle congestion hotspots, improve safety, improve permeability for pedestrians and cyclists, bus stop accessibility and consider opportunities to improve servicing provision.
- 3.4.79. **Other streetscape schemes** - we will continue to work with TfL to investigate streetscape improvements on the A4 Cromwell Road gateway to the Royal Borough and with TfL and Hammersmith and Fulham on improvements to the roundabout at the junction of Holland Park Avenue (Kensington and Chelsea), Uxbridge Road (Hammersmith and Fulham), the West Cross Route and Holland Road (both TfL).
- 3.4.80. **MTS High-Profile Output - 'Better Streets'** - improving the public realm is integral to our transport and streetscape policies. Therefore, all the above proposals and policies will support the Mayor of London's Better Streets agenda.
- 3.4.81. **MTS High-Profile Output - street trees** - we support the planting of trees on-street and in our parks and open spaces. We face specific problems in terms of congested infrastructure under our streets and footways, such as utilities' equipment, vaults and basements which limit opportunities for planting new street trees. Due to the changing climatic conditions we are beginning to plant greater numbers of those species with characteristics known to be drought resistant and more pollution tolerant. We will continue to explore all opportunities to provide more trees.

11. Managing on-street parking

- 3.4.82. All kerbside space managed by the Royal Borough has either a single or double yellow line or is designated as a specific type of parking bay. We need to

accommodate several different kinds of kerbside use such as resident, visitor parking (including disabled visitors and visitors who arrive by motorcycle) and diplomatic parking. We also need to accommodate our businesses' loading and servicing and bus service requirements, particularly in our shopping centres, to promote economic development.

- 3.4.83. In recent years we have made room for some newer uses, for example, bays with on-street electric vehicle charging points, on-carriageway bays for cycles, cycle hire docking stations and car club vehicles and increased the supply of others such as bays for Blue Badge holders. We have tailored the hours of operation, maximum stay requirements and visitor parking tariffs to reflect local parking pressure and residents' and other users' needs. Parking controls play an important part in our transport strategy by regulating the amount of traffic within the borough and encouraging the use of public transport.
- 3.4.84. We will continue to publish an Annual Parking Report to keep the local community and other interested parties informed of any changes we have made and ones that we are considering for the future.
- 3.4.85. **Management of our Controlled Parking Zone (CPZ)** - the CPZ requires active and sensitive management. We will continue to manage, review and, where necessary, change parking controls regularly, to improve road safety, traffic flow and access for emergency vehicles.
- 3.4.86. We have streamlined our process for making traffic management orders so that changes can now happen more quickly. In August 2012, we introduced borough-wide map based traffic orders. These have made our parking controls far more transparent and understandable to the general public. We will consolidate our traffic orders to make them easier to understand at least once every three years.
- 3.4.87. **Suspension of parking bays** - we suspend parking bays for a variety of reasons including facilitating building works, furniture removals, utility and highways works, filming and special events. We have reviewed our suspension policy and increased pricing to discourage the suspension of large numbers of bays for long periods to improve residents' quality of life and improve traffic flow on our roads. Since we began charging utility companies for suspensions booked for traffic flow reasons the number of bay-days suspended has reduced by 20 percent. We will continue to refine our suspensions system to reduce the number of suspensions requested and to ensure that residents are provided with as much notice as possible of suspensions which may affect them. We plan to move to a system of renewing and booking suspensions online.
- 3.4.88. **Other parking issues** - we have formalised our on-line applications for permit renewals following successful trials and have extended this to include resident motorcycle permits. We reviewed the cost of residents' permits, and pay and display parking. We have recently made minor changes to our resident parking permit eligibility criteria.

- 3.4.89. There is evidence that vehicles are getting wider, and there are models now available that are close to the width of our widest bays (and significantly wider than our narrowest bays). To facilitate traffic flow within the borough, we introduced a width restriction for new vehicles joining the residents' parking permit scheme. This width restriction does not apply to residents with a disabled Purple Badge.
- 3.4.90. We will carry out regular reviews of our resident permit eligibility criteria. The booklet and forms are easier to use and understand. We have also revised our traffic management order articles and consolidated our map based orders so that they come into effect at the same time as the new resident permit application form and booklet.

12. Road and footway maintenance

- 3.4.91. We have excellent quality roads and footways because we have a history of maintaining them to a high standard and will continue to do so. However, the current financial climate has seen a significant reduction in our own maintenance budgets in recent years.
- 3.4.92. We ensure that utility companies and their contractors reinstate our roads and footways to our standards when they have finished their works. We coordinate all our maintenance programmes with utility companies' works to minimise disruption.
- 3.4.93. We have a number of asset management strategies which cover our highways assets including carriageways and footways, structures, lighting and other street furniture. We use them to plan our maintenance regimes to our exacting standards. We are currently collating these strategies into one comprehensive Highways Asset Maintenance Management Plan which we aim to publish in 2014.
- 3.4.94. **Road maintenance** - our Principal Road Maintenance (PRM) LIP allocations have been comparatively low, reflecting our ongoing high level of attention to, and own investment in, PRM. Our total 2013/14 budget for carriageway maintenance on principal and minor roads is £1.354 million.
- 3.4.95. **Footway maintenance** - we carry out comprehensive annual programmes of footway maintenance. Our total 2013/14 budget for footway maintenance is £2.511 million.
- 3.4.96. **Inspections** - We inspect principal roads and other busy routes and footways every month and our remaining roads and footways every three or six months.
- 3.4.97. **Monitoring of street works** - we follow the Highway Authorities Utilities Committee (HAUC) (UK) Code of Practice for carrying out inspections of third party works on our carriageways and footways. HAUC recommend inspecting a minimum of 30 per cent of works but we aim to inspect 100 per cent of the works carried out by utility companies and the standard of their reinstatements in particular. If we find anything wrong, we work with the company to correct it.

We have the power to fine companies if they do not comply and can even carry out remedial works ourselves and recharge the cost.

- 3.4.98. **Street cleansing** - street cleansing is very important in making an area attractive and to encourage walking. We require our contractor to deliver exceptionally high standards of street cleansing. This includes sweeping channels and clearing gullies regularly which helps cyclists by providing a smooth and debris-free riding surface and helps pedestrians avoid having to negotiate puddles. We will continue to lobby the Government to persuade gum manufacturers to produce gum that is either degradable or easier to remove from our pavements and to introduce a tax on chewing gum to cover the cost of removing it.
- 3.4.99. **Winter maintenance** - our contractor provides a winter emergency call out service 24 hours a day between 1 December and 16 April. If we find that there is a risk of danger or disruption to vehicular or pedestrian traffic from imminent snow fall or sub-zero temperatures we initiate our gritting procedure. We give priority to main roads and their footways, bus routes, hilly or exposed areas and our bridges. We also give priority to footways outside key locations such as around bus stops and outside tube stations. Following recent severe winters we will continue to ensure that we have sufficient supplies of grit in collaboration with TfL and neighbouring boroughs.
- 3.4.100. **Bridge maintenance** - we are responsible for maintaining Albert and Chelsea Bridges which span the River Thames. We also maintain Ladbroke Grove Canal Bridge over the Grand Union Canal, Stanley Bridge which spans the West London Line at King's Road and the footbridge over the railway at Acklam Road. We also maintain 2.2 km of river wall along the northern bank of the Thames from Chelsea Bridge to Chelsea Creek. We are currently working on proposals to refurbish Chelsea and Stanley Bridges.

13. Network management

- 3.4.101. While many of our proposed delivery actions aim to reduce demand for the use of our road network, it is also important to ensure that the network is operating efficiently. Roadworks, illegally parked vehicles and even traffic lights can all introduce delays for all road users including pedestrians. In line with the Traffic Management Act 2004 we will continue to carry out our Network Management Duty. This involves managing our road network with a view to achieving, so far as reasonably practicable and having regard to our other obligations, policies and objectives, the following objectives:
- a) securing the expeditious movement of traffic on road network for which we are the highway authority
 - b) facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority e.g. TfL

At a more localised level, the impact on traffic flow of construction traffic and construction activity on the highway can be significant, and we use Construction Traffic Management Plans (CTMPs) to manage these impacts.

- 3.4.102. **Introduction of a permit scheme for carrying out roadworks** - We have operated the London Permit Scheme for Road and Street Works (LoPS) since 10 January 2010. Permit schemes require utilities and highway authorities wishing to dig up the road to book access to the highway to carry out their works. The scheme allows us to manage and co-ordinate works more effectively than the previous noticing regime. It provides us with the opportunity to specify the best available date and time for works to be carried out, providing a more certain basis for co-ordinating works and avoiding clashes of works. We recover the costs of running the scheme by charging fees for permits.
- 3.4.103. **Lane rental** - lane rental schemes provide companies that are digging up roads with a financial incentive to make sure their work is carried out in a less disruptive way. The Royal Borough, Hammersmith and Fulham and Westminster City Council collectively applied to the Department for Transport (DfT) to run one of three pilot lane rental schemes. We were disappointed that our bid was unsuccessful. Subject to the outcome of the successful pilot schemes we will continue to liaise with DfT to formally introduce some form of lane rental scheme across all three boroughs.
- 3.4.104. **Introduction of longer embargo periods** - these allow us to protect newly laid surfaces against further excavation by utility companies for a period of up to three years and newly reconstructed surfaces, for up to five years, instead of the previous one year. We continue to apply them to all major planned footway and carriageway maintenance works, as well as one-off environmental improvement schemes. The scheme also requires us to give utility companies earlier notification of when we plan to carry out our own works.
- 3.4.105. **Coordination and joint working with utility companies** - we continue to hold quarterly co-ordination and other ad-hoc meetings with the Metropolitan Police, TfL and other key stakeholders to discuss works programmes and the possibility of collaborative working. Since the introduction of LoPS in January 2010 the Council has saved the equivalent of 721 days of disruption through collaborative working. Thames Water's recent emergency repairs under Notting Hill Gate gave us the opportunity to arrange works with 18 other works promoters, including our own contractors, saving over 140 days of disruption in the process. Where appropriate, we re-programme our own major carriageway and footway schemes to coordinate with planned utility works. We have also persuaded the utility companies to hold more events and provide better information for local residents, businesses and councillors to help explain the reasons why the work needs to be done along with details of their work programmes.
- 3.4.106. **Continued improvements to works planning and programming** - we will continue to look for opportunities where works' promoters can share traffic management proposals such as road closures and coordinate their works to prevent repeated excavation of the highway. We will work with our contractors

and the utilities to provide longer term (three years and more) works programmes to enable more long-term strategic coordination. We notify works promoters of all temporary road closures so that they can take advantage of the same closure to carry out their works. Where site circumstances allow, we will encourage works promoters to work extended hours so that overall works are completed as quickly as possible. We adopted a combination of 24 hours and 18 hours, 7 day a week working to facilitate Thames Waters' recent emergency Notting Hill Gate works which helped reduce the overall duration significantly. We have also adopted the principles of the Mayor of London's Code of Conduct for Street and Road Works and encourage all works promoters to use alternative reinstatement materials and road plating to minimise overall disruption where possible.

- 3.4.107. **Construction Traffic Management Plans** - we will secure Construction Traffic Management Plans for new developments that have the potential to cause disruption. The plans ensure that any traffic generated during construction is properly managed and coordinated with other nearby construction works so as not to unreasonably reduce local resident amenity or impede traffic flow.
- 3.4.108. The longest parking suspensions are generally linked to construction. Therefore when reviewing the plans we closely scrutinise the suspensions proposed and require contractors to justify the number and duration of suspensions applied for. Basement developments have particularly large impacts due principally to the volume of material that has to be removed and the fact that they are generally located in residential streets, often within terraces. The number of these applications has increased dramatically from 46 in 2001 to 307 in 2012.
- 3.4.109. As part of the review of the Core Strategy, we are introducing new policies that will reduce the size of new basements and therefore the impact of constructing them. The policy will also encourage earlier discussion and engagement with local residents, businesses and the Council. To ensure Construction Traffic Management Plans are to a high standard we have provided additional guidance on Construction Traffic Management Plans on our website.
- 3.4.110. **Reviewing traffic light timings** - simple reviews of existing traffic light timings as well as the incorporation of intelligent traffic light control systems which can alter traffic light timings in real time can help reduce delays. We will work with TfL to review timings at traffic lights across the borough to, where possible, reduce delays to traffic and pedestrians without compromising road safety.
- 3.4.111. **Traffic light modernisation** - TfL is responsible for the installation and maintenance of all traffic lights across London. It has a rolling programme of modernising the equipment at traffic lights. Where modernisation works are programmed in the borough, we take the opportunity to incorporate streetscape improvements and other facilities, such as Pedestrian Countdown, which we implement at the same time as TfL's works.

14. Noise pollution

- 3.4.112. Transport-related noise is particularly intrusive in densely populated urban areas and we support appropriate measures to reduce noise nuisance caused by transport.
- 3.4.113. **Noise Action Plans** - we will work with the Department for Environment, Food and Rural Affairs (DEFRA) and TfL to mitigate road and rail related noise at noise hotspots across the borough. In terms of road traffic noise, we will work with TfL to develop appropriate measures at noise hot spots on the TLRN which will help inform us in considering appropriate action at hot spots on our own roads.
- 3.4.114. **Lorries** - we support the effective London-wide control of night-time and weekend lorry movement to reduce noise associated with lorries. This includes noise nuisance associated with large lorries servicing the increasing number of small and medium sized supermarket developments from the highway in residential areas. We are a member of the Central London Freight Quality Partnership and work with businesses to ensure that their servicing needs are met.
- 3.4.115. **Parking** - we will continue to locate motorcycle bays and other parking bays which are likely to generate noise (taxi ranks bus stands and stops) where we think they will cause the least amount of nuisance to residents. For example, on the garden side rather than the houses side of garden squares or in the middle of the road.
- 3.4.116. **Buses** - noise from buses is one of our residents' biggest concerns and we welcome the increased use of quieter, hybrid buses on routes in the borough.
- 3.4.117. **Helicopters** - helicopters flying over the borough lead to an increased nuisance from noise and we will therefore resist the development of helicopter facilities which would result in increased noise over the borough.
- 3.4.118. **Aircraft** - disturbance from aircraft noise from Heathrow airport, particularly at night and in the early morning, seriously affects residents in the south of the borough living under the flight path to the northern runway. We are therefore concerned that there should be no development at Heathrow that leads to an increase in taking off and landing movements or an adulteration of the existing runway alternation system.

We will continue to object to any proposal to expand Heathrow with a further runway, or runways, most recently with a response to the Davies Commission consultation on aviation noise. We oppose making the recent Heathrow 'operational freedoms' trial permanent as well as proposals to alter the current system of controls applied under the night flights regime.

- 3.4.119. **London Underground** - we will continue to work with London Underground Limited to address noise from stations, trains and maintenance works.

15. Road safety - education, publicity and enforcement

- 3.4.120. The last decade saw huge progress in terms of child road safety in the Royal Borough and good improvements for pedestrian road safety. Cyclist deaths and serious injuries are however continuing to rise and collisions involving motorcyclists and pedestrians are declining only slowly. Pedestrians, cyclists and motorcyclists make up the vast majority of the 'killed or seriously injured' casualties in the borough, as they do across London. However, we did meet the Mayor of London's 50 per cent reduction target for all 'killed or seriously injured' accidents (KSIs) by the end of 2010. We are also broadly on track to meet the interim road safety targets we set in our 2011/12 to 2013/14 LIP Delivery Plan period. We will continue to tackle road safety in close collaboration with our partners using a combination of education, encouragement, enforcement and engineering.
- 3.4.121. **Road safety education** - we will continue to run our very popular and wide ranging educational programmes in schools which have helped us achieve the lowest rate of child casualties in the UK. We will work with our schools on their travel plans and address their road safety concerns. We will offer schools pedestrian, scooter and cycle training, as well as road safety theatre, targeted lessons and free resources. In 2012/13 we organised two different 'theatre in education' tours, both of which received consistently excellent feedback from teachers and pupils. We provided 30 performances that were seen by 900 children. We will encourage primary schools to recruit pupils as Junior Road Safety Officers who, in turn, run road safety behavioural programmes for their peers and parents. We will look to extend similar initiatives into secondary schools.
- 3.4.122. **Road user safety campaigns** - we will run local road safety awareness campaigns for cyclists through local cycle shops, cyclist groups and social media including our 'Bikeminded' marketing campaign. We will run campaigns targeting motorcyclists including training for young riders. We will carry out casualty reduction campaigns primarily using 'on-street' advertising in areas with high levels of pedestrian and cyclist casualties. We will also carry out local publicity campaigns in neighbourhoods where we identify above average numbers of accidents with common causes occurring.
- 3.4.123. **Transit - Powered Two-Wheeler training** - we will continue our programme of scooter and motorbike safety training with youth centres and community groups. This project, Transit, has been very successful with high levels of attendees passing and gaining their motorcycling compulsory basic training (CBT). A CBT can help participants with future employment opportunities, resulting in both social and safety benefits. We continue to receive high demand for these courses from otherwise hard to reach young people, who are in high casualty risk groups. In 2012/13 we ran ten full day training sessions attended by 60 young people - see Case Study below. We also support the Right Gear campaign, which delivers topical safety information related to commuting by motorbike to major employers in the borough.

Case Study - Transit - Basic Scooter Safety Education

In the past five years we have developed a programme of education and training aimed at young people who are, or may soon be, riding scooters without appropriate training and qualification. In partnership with the youth service we offer Youth Centres the opportunity to put small groups through a short programme of education, followed by a day of practical training which leads to a completed 'Compulsory Basic Training' certificate, this is the minimum legal qualification required before riding on L plates. We experience a very high pass rate of 90%, and a high demand for these courses from youth centres who recognise that their young clients are often putting themselves at risk, by riding with little if any formal training. We are currently putting 60 young people per year through the course.



3.4.124. **‘Exchanging places’ campaigns** - to raise awareness of the potential danger heavy goods vehicles (HGVs) pose to cyclists we will run education programmes on key commuting routes through the borough in partnership with the police. We invite cyclists to sit in a lorry to help them understand the limited view that HGV drivers actually have and encourage them to adapt their cycling behaviour accordingly. We provide support for these police-hosted events, offering a Dr Bike service and promoting cycle training. In 2012/13 we supported six such events - see Case Study below. We will work with driving schools and other companies in the borough that run fleets to educate motorists about the dangers faced by cyclists. We piloted a training project with our waste contractor, SITA, where we gave SITA’s refuse lorry drivers cycle training.

Case Study - Exchanging Places

We work in partnership with the Metropolitan Police Safer Neighbourhood Teams to deliver ‘Exchanging Places’ aimed at informing cyclists of the dangers of cycling on the near side of large vehicles. Left turning lorries are involved in a high proportion of all cycling fatalities and cyclists are frequently unaware of the limited view drivers have in the ‘blind spots’ around their vehicle. Cyclists who take up the opportunity to sit in the cab of a lorry are often amazed by the difficulties drivers face in seeing cyclists, and this makes them much more cautious in their approach to passing stationary or slow moving lorries. Recently the Metropolitan Police cycle task force has offered to support these events with staff and their own ‘tipper truck’, the ideal vehicle from which to highlight the issue.



- 3.4.125. **Enforcement campaigns with the police** - at present the Metropolitan Police are responsible for all detection and prosecution of offences committed by drivers of moving vehicles. We will work closely with the police to identify locations with a pattern of collisions related to road user behaviour. We will then carry out targeted joint enforcement campaigns. In the past we have focused on taxi drivers on the Earl's Court Road, motorcyclists and HGV drivers on Chelsea Embankment and cyclists on Kensington High Street. We have also supported work enforcing advanced stop lines for cyclists, red-light running and footway cycling and working with child pedestrians outside schools.
- 3.4.126. **Enforcing parking controls** - inconsiderate parking presents hazards to other road users and we are therefore working to reduce it. Parking enforcement is our responsibility and we use our collision data to identify areas for enforcement. We will carry out parking enforcement campaigns with our civil enforcement officers outside schools to reduce the level of congestion and parking on school keep clear markings.

16. Road safety - engineering

- 3.4.127. Following several decades of successful investment in our road system, we are finding fewer road traffic collisions that we can reduce by local safety engineering schemes. We have implemented most of the 'quick win' schemes already.
- 3.4.128. Most recently we implemented a part-time weekend road closure complemented by some pedestrian improvements, including entry treatments along Portobello Road to address a pattern of accidents involving pedestrians that we identified.
- 3.4.129. **Local safety schemes** - each year we monitor rolling three-year personal injury accident statistics on all roads across the borough to identify locations where unacceptable numbers are occurring. Where we can identify treatable patterns of accidents at these locations on borough roads we will design and implement appropriate local safety schemes to reduce them. We will draw any locations of concern on the TLRN to TfL's attention and work with them to investigate potential engineering solutions.

Sites on borough roads that we have identified for investigation and potential remedial action in the coming years are shown below. Of the total number of reported casualties at these sites, 32 per cent were pedestrians, 28 per cent were cyclists and 25 per cent were motor cyclists. These figures reinforce the need to reduce casualties amongst these vulnerable road user groups.

Junctions	Total Collisions (over 3 yrs)	Comment
King's Rd / Beaufort St	17	6 motorcyclist casualties, 5 pedestrian casualties and 5 cyclist casualties. Although the majority of enquiries regarding this junction are about the lack of crossing facilities, there is no clear pattern of collisions. TfL rejected proposals to improve crossing facilities at this junction on the grounds of insufficient vehicle capacity. We will revisit in 2014/15.
Notting Hill Gate / Pembridge Rd	14	7 pedestrian casualties and 5 cyclist casualties. This junction is part of major review of the Notting Hill Gate area which will include addressing road safety.

Links	Total Collisions (3 yrs)	Collisions per km	Comment
Ladbroke Grove: Cambridge Gardens to Lancaster Rd	14	88	5 pedestrian casualties, 4 cyclist casualties and 4 motorcyclist casualties
King's Rd: Gunter Grove to Lots Rd	16	80	6 motorcyclist casualties, 5 cyclist casualties and 4 pedestrian casualties. An initial investigation revealed no clear patterns. However, the majority are in the vicinity of the junctions of Thorndike Close and Hortensia Road which we will investigate further.
Kensington High St: Addison Rd to Earl's Court Rd	26	58	9 pedestrian casualties, 7 cyclist casualties and 6 motorcyclist casualties. 10 occurred at the junction of Melbury Road which we will investigate further.
Fulham Rd: Beaufort St to Old Church St	20	57	8 cyclist casualties, 6 motorcyclist casualties and 2 pedestrian casualties. 9 occurred at the junction of Cranley Gardens which we will investigate further.
King's Rd: Anderson St to Sloane Square	20	57	9 pedestrian casualties, 4 cyclist casualties and 4 motorcyclist casualties.

Cells	Total Collisions (3 yrs)	Comment
Harrington Gdns / Ashburn PI area	23	10 cyclist casualties, 7 pedestrian casualties and 4 motorcyclist casualties.
Bramley Rd / St Helen's Gdns area	18	5 motorcyclist casualties, 4 pedestrian casualties and 2 cyclist casualties
Knaresborough	11	6 pedestrian casualties, 3 motorcyclist casualties and 2

Place / Courtfield Gardens area		cyclist casualties. An initial investigation revealed no clear patterns, although 7 are along the Knaresborough Place-Courtfield Gardens, north/south route which we will investigate further.
Bramley Rd / Freston Rd area	9	2 pedestrian casualties, 2 cyclist casualties and 1 motorcyclist casualty. An initial revealed no clear patterns, although 5 are along Bramley Road between Shalfleet Drive and Whitchurch Road which we will investigate further.
Lowndes Square area	8	3 pedestrian casualties, 3 motorcyclist casualties and 1 cyclist casualty. An investigation of the collisions has revealed that 5 of the collisions took place in the vicinity of Lowndes Square which we will investigate further.

- 3.4.130. **Traffic calming and 20 mph zones** - we consider traffic calming or 20 mph zones only where there is clear evidence of a high number of speed-related personal injury accidents occurring. We introduced a 20 mph speed limit on Exhibition Road as part of the wider improvements but have no plans to implement 20 mph limits more widely. In general traffic speeds on most roads in the borough are below the 30 mph speed limit. Introducing 20 mph limits may reduce average speeds by a few mph, but is unlikely to bring speeds to below 20 mph. The key issue is one of enforceability - without the use of costly and unpopular traffic calming measures, enforcement would rely upon a heavy and unrealistic commitment from the police.
- 3.4.131. We are aware of other boroughs beginning to introduce or commit to area and even borough-wide 20 mph limits, for instance to encourage walking and cycling rather than simply address road safety. We look forward with interest to understanding the outcomes and impacts of these proposals.
- 3.4.132. **Speed activated signs** - speed activated signs detect and display real time vehicle speeds to remind drivers to travel at appropriate speeds. Experiments in several of our streets show that they can have a short-term positive effect, particularly on residential roads with a 30 mph speed limit. We will prioritise locations for installing temporary speed activated signs where there has been one fatal or serious collision, 'exceeding the speed limit' has been identified as a contributory factor in any personal injury accidents occurring, the 85th percentile speed (the speed below which the majority of vehicles travel) is above the speed limit and there is a minimum of 100 metres of straight uncluttered carriageway on the approach to the sign.

17. Safety and security

- 3.4.133. We address transport-related and street crime by focussing on the individual elements of the crime triangle - victim, offender and location. In partnership with the police we therefore:

- advise potential victims on what they can do to lessen their chances of becoming a real victim (for example campaigns to remind the public not to leave valuables in their vehicles and to take care when using mobile phones in public spaces)
- stop offenders continuing their criminal behaviour and persuading potential offenders not to get involved in crime or antisocial behaviour
- make physical changes to locations to make it much more difficult for offenders to commit a crime without being caught (for example designing out crime and improving street lighting)

3.4.134. **Safer Neighbourhoods** - each of our wards has a Safer Neighbourhood Team (SNT) made up of police officers and Police Community Support Officers (PCSOs). The Safer Neighbourhoods programme is a London-wide policing initiative based on local authority wards. Through funding additional PCSOs we have increased the size of these teams across the borough. We also have three Safer Neighbourhood Managers who work with the SNTs. They assist the SNTs in addressing issues such as anti-social behaviour on our streets and cycling on the footway. They also participate in crime prevention and road safety initiatives. Each ward SNT has a panel made up of people who live or work in that ward. The panel meets regularly to discuss the concerns facing the local community around crime and anti-social behaviour and sets the priorities the local SNT will tackle. They also get involved in working with the SNT and the Council to find lasting solutions to these priorities.

3.4.135. **Street lighting** - we have completed our programme to upgrade our street lighting lanterns to white light which provides a brighter light, showing more true colours and so improves CCTV images. This can help improve the feeling of safety for pedestrians, cyclists and those using public transport at night. We are now focusing on reducing our energy consumption and carbon emissions by using new energy efficient technologies to light our street lights, bollards and traffic signs.

3.4.136. **Street lighting maintenance** - we carry out night-time inspections every two weeks in winter and every three weeks in summer to identify faults such as failed lamps or equipment. We also carry out a rolling programme of structural and electrical inspections that we use to prioritise our annual maintenance and renewal programmes.

3.4.137. **Local environmental improvements** - we will continue to carry out local environmental improvements involving the local community at run down locations, to improve their appearance and usability as well as deter crime, vandalism and anti-social behaviour.

Case Study - Golborne Bridge Improvements

Local residents and Councillors identified the mainline railway bridge on Golborne Road as in need of improvement so we developed three options to enhance the bridge.

We set up a working group consisting of representatives from Golborne Forum, Golborne Ward Councillors, local designers Brown Baby and Urban Eye to help co-ordinate the project.

We carried out a public consultation involving over 300 people in May 2012 to help us decide which of the three designs should go ahead.

The chosen design involved repainting the bridge, installing new lighting and replacing the security grille and cover plates.

We are working with Network Rail, Urban Eye and Brown Baby to implement the project which is well on its way to being completed.

Golborne Bridge - Before - run down and an eyesore



The chosen design



Golborne Bridge - After - the bridge cleaned and repainted. We will install the new lighting and security mesh in 2013.



3.4.138. **Motorcycle security** - motorcycle theft is a problem in some areas of the borough. The vast majority of our 105 resident permit motorcycle bays have ground anchors in place so owners can secure their vehicles. We will continue

to ensure that all our motorcycle parking bays are located in well lit areas and consider options for providing more secure parking in visitor motorcycle bays.

- 3.4.139. **Cycle security** - cycle theft is also a significant problem in some parts of the borough. We are therefore working in partnership with the police to educate cyclists on the most effective ways to secure their bikes. We will increase the number of cycle stands in the borough to reduce the need for cyclists to attach their cycles to street furniture, which leaves the cycle more vulnerable to theft.

Table 7 - MTS Goals / Central Sub Regional Transport Plan Challenges / Delivery Packages Matrix

	Delivery Packages																
	1. Development management	2. Rail and Underground	3. Buses	4. Inclusive transport	5. Travel planning	6. Cycling	7. Walking	8. Cleaner vehicles	9. Car clubs	10. Streetscape	11. Managing on-street parking	12. Road and footway maintenance	13. Network management	14. Noise pollution	15. Road safety - education, publicity and enforcement	16. Road safety - engineering	17. Safety and security
Mayor's Transport Strategy Goals																	
Economic development / population growth	■	■	■		■	■	■		■		■	■	■		■	■	■
Quality of life	■	■	■	■	■	■	■	■	■	■		■	■	■	■	■	■
Safety and security	■			■	■	■	■			■	■	■			■	■	■
Transport opportunities for all	■	■	■	■	■	■	■		■		■	■			■	■	■
Climate change and resilience	■		■		■	■	■	■	■				■				
2013 Central London Sub-Regional Transport Plan Challenges																	
Improving air quality	■		■		■	■	■	■	■				■				
Transforming the role of cycling and walking	■			■	■	■	■	■		■		■			■	■	■
Meeting CO ₂ targets	■		■		■	■	■	■	■				■				
Reducing public transport crowding and improve reliability	■	■	■		■	■	■										
Supporting growth areas and regeneration	■	■	■			■	■			■	■	■					■
Ensuring capacity at rail stations and efficient onward distribution	■	■	■	■		■	■		■	■	■	■					
Improving the urban realm and promoting walking	■						■			■		■				■	■
Managing the different demands on streets	■		■			■	■		■	■	■		■		■	■	

3.5. Programme of Investment

- 3.5.1. Our high level TfL LIP funded Programme of Investment for the three year period 2014/15 to 2016/17 is summarised in Table 8.
- 3.5.2. Our Programme of Investment reflects the delivery actions set out in Section 3.3. Along with those longer-term policies, projects and initiatives in our overall Delivery Plan it forms our proposals for achieving our LIP Objectives, and therefore the goals and challenges of the MTS and CLSRTP in a cost effective manner by 2031.
- 3.5.3. The programmes and amounts set out here are provisional only and we will confirm our detailed LIP funded proposals in our Annual Spending Submissions to TfL. We will change or adapt our annual programmes as necessary in response to changing priorities, funding availability and feedback from consultees.
- 3.5.4. Our proposals are based on the full three years of the LIP period as we recognise that it is not always feasible or efficient to fund, design and implement projects in a single financial year.
- 3.5.5. **Investment proposals on the TLRN** - TfL will support our Delivery Plan with the following key proposals and studies on the TLRN in the borough up to and including 2016/17 - as with our own proposals these are all provisional and subject to feasibility, funding availability, changing priorities and consultation:
- A3220 Redcliffe Gardens - investigation into improvements to existing zebra crossings for potential implementation in 2014/15
 - A3220 Finborough Road / Old Brompton Road - investigation into the improvement of pedestrian facilities for potential implementation in 2014/15
 - A3220 Earls Court Road / Pembroke Road - feasibility study and design of junction improvements to ease left turning of double deck buses for potential implementation in 2014/15
 - A3220 Holland Road - redesign lane markings to improve congestion for potential implementation in 2014/15
 - A3212 Cheyne Walk / Battersea Bridge - feasibility study and design of junction and pedestrian improvements for potential implementation in 2014/15
 - A4 Cromwell Road between Brompton Road and Ashburn Place - feasibility study and design of recommendations made in the recent study into kerbside activity for potential implementation in 2014/15

- A4 Brompton Road / Sloane Street - feasibility and design of widening pedestrian refuge on Sloane Street to aid pedestrians for potential implementation in 2014/15
- A308 Gunter Grove / Kings Road / A3220 Ashburnham Road to Cremorne Road - feasibility study and design of recommendations made in the recent safety study for potential implementation in 2015/16
- A3212 Chelsea Embankment / Albert Bridge - investigation into junction redesign and pedestrian improvements for potential implementation in 2015/16
- A3220 Cheyne Walk / Lots Road - feasibility study and design of recommendations made in recent safety study for potential implementation in 2015/16
- A3220 Edith Grove / Kings Road - 'Better Junctions' programme study for potential implementation in 2015/16
- A3220 Finborough Road, Redcliffe Gardens, Warwick Road, Earl's Court Road - feasibility study and design of recommendations made in recent study for potential implementation in 2015/16
- A4 West Cromwell Road between Warwick Road and Earls Court Road - feasibility study and design of junction and streetscape improvements for potential implementation in 2015/16
- A4 Cromwell Road / Gloucester Road - 'Better Junctions' programme study for potential implementation in 2015/16
- A4 Cromwell Road / Grenville Place - feasibility study and design of pedestrian improvements for potential implementation in 2015/16
- A4 Brompton Road between Egerton Gardens and Hans Crescent - feasibility study and design of recommendations made in recent safety study for potential implementation in 2015/16
- A4 Knightsbridge / Albert Gate - feasibility study and design of cycle and pedestrian improvements for potential implementation in 2015/16

3.6. **Timetable for delivery**

- 3.6.1. We aim to implement the delivery actions identified in our Delivery Plan over the next 20 years, by 2031 - the lifetime of the MTS. We will continue to refresh our Delivery Plan every three years with the next one due by April 2017.
- 3.6.2. Our Programme of Investment covers the financial years 2014/15, 2015/16 and 2016/17. We will deliver the specific proposals set out in our Programme of

Investment by 2017 unless they are ongoing measures, for example road safety education, training and publicity. Proposals marked with an asterisk (*) have received LIP funding prior to 2014/15 and those marked with two asterisks (**) will continue beyond this three year LIP period.

- 3.6.3. **Developing our Programme of Investment** - demand for particular interventions comes from a number of sources. Some of the projects we consider are in direct response to external factors, legislation or events - for example to support the Mayor of London's Cycle Hire Scheme. Some are clearly data-led, for example, Principal Road Maintenance and Local Safety Schemes. Others come from our residents and businesses through an established and accountable process via our Ward Councillors, who have an excellent grasp of local issues, to the appropriate Cabinet Member.
- 3.6.4. Officers then review the potential benefits of, and justification for, such proposals, taking into account the supporting evidence available, previous experience, funding availability and likely value for money as well as their public and political support before presenting them to the Cabinet Member for decision.
- 3.6.5. We developed our Programme of Investment by reviewing these potential interventions in light of the goals and challenges of the MTS and our emerging LIP Objectives. We ensured that the programme addresses the whole range of our Objectives and includes both physical improvements and educational or promotional activities targeted at locations where they will make a real contribution.
- 3.6.6. We aim to ensure that we maximise the benefits of our investment by contributing to a number of our Objectives with each proposal. This involves considering how we can deliver our Objectives and the needs of all road user groups in each scheme we propose - for example by incorporating streetscape improvements or additional cycle parking into Local Safety or Bus Priority schemes.
- 3.6.7. We prioritised investment in transport areas and locations where there is evidence to suggest that the projects will make a contribution to our LIP Objectives and Targets. We then agreed these priorities with the Cabinet Member.
- 3.6.8. We will continue to review our priorities regularly throughout the LIP period through our annual work programmes and future LIP Annual Spending Submissions, adjusting them if necessary. We also review our work programmes each quarter to monitor progress and respond to changes in priority and circumstances. The Cabinet Member and his Lead Member are fully involved in this process.

Table 8 - Proposed 2014/15 to 2016/17 Programme of Investment - Corridors and Neighbourhoods and Supporting Measures and Principal Road Maintenance

No.	Scheme Name	Description	2014/15 £1000s	2015/16 £1000s	2016/17 £1000s
	Corridors, Neighbourhoods and Supporting Measures Indicative Allocation		1,778	1,746	1,820
1	Travel Mentoring Scheme - Borough wide (*) (**)	Continue our travel mentoring scheme to help older and disabled residents to use public transport more independently.	25	25	25
2	Air quality monitoring at Cromwell Road and Earl's Court Road (*) (**)	The Royal Borough is an Air Quality Management Area due to high amounts of NO ₂ and particulates. We need to continue monitoring at Cromwell Road and Earl's Court Roads due to the high levels of particulates measured at these sites.	19	19	19
3	Local Safety Schemes Development and Implementation (*) (**)	Investigation of the sites with the highest number of collisions in order to identify treatable patterns. Implementation of minor safety improvements as well as a safety scheme at a site with a high number of collisions in order to work towards the 2020 collision reduction target.	170	170	170
4	Cycle Parking (*) (**)	Installation of cycle parking at key trip generators in residential areas that lack space for private cycle parking and on-carriageway cycle parking in areas with a lack of pavement space.	43	48	52
5	Cycling Permeability programme - Borough Wide(*) (**)	Including continuing our programme of opening up one-way streets to two-way cycling.	66	70	70

No.	Scheme Name	Description	2014/15 £1000s	2015/16 £1000s	2016/17 £1000s
6	Improvements to the Westway Cycle Route - linking Freston Road to Latimer Road	Upgrade the existing cycle route linking Freston Road to Latimer Road beneath the Westway which has fallen into disrepair. The work includes resurfacing and remarking the lines along the route and improving the lighting to make the route safer.	80	0	0
7	Travel Awareness (*) (**)	Continue to promote cycling to residents and people working in the borough through our Bikeminded brand. This will include campaigns targeted at the people most likely to try cycling and a programme of events to promote the benefits of cycling.	55	55	55
8	Travel Training (*) (**)	Provision of free cycle, pedestrian and scooter training to all schools with an up to date travel plan. Co-funding with Hammersmith and Fulham Council of a 'Bike It' officer who works in 12 borough schools to promote cycling. Provision of free adult cycle training for borough residents and an 'All Ability' cycling club run once a fortnight in Little Wormwood Scrubs.	180	180	180
9	Road Safety Education, Training and Publicity (*) (**)	Targeted road safety campaigns to reduce road collisions in the Royal Borough in order to meet our 2020 collision reduction target. This will include the Transit programme of motorcycle education for hard to reach young people, and a campaign of theatre education in schools.	55	55	55
10	Schools (*) (**)	We work with all schools in the borough to implement their travel plans. This budget provides funding for teachers to attend travel plan workshops and small grants to support schools in implementing their plans. We will run a programme of walking events and campaigns, as well as a Junior Road Safety Officer Scheme.	44	44	44
11	Workplace Travel (*) (**)	We work with the largest organisations in the borough including the major museums, department stores and hospitals, as well as a number of private organisations, to implement workplace travel plans. This will include a bicycle mechanic service for staff, small grants for facilities and network meetings to share best practise.	25	25	25

No.	Scheme Name	Description	2014/15 £1000s	2015/16 £1000s	2016/17 £1000s
12	Bus Service Improvements - Borough wide (*) (**)	Improve accessibility of bus stops. Identify and implement measures including minor changes to waiting and loading restrictions to improve bus reliability at identified hotspots. There is often scope to implement bus reliability measures to add value to other projects.	88	90	92
13	Lycee Francais Charles De Gaulle School Travel Plan Improvements - Queensberry Way	Streetscape, lighting, pedestrian and cycling improvements arising from the Lycee Francais Charles De Gaulle's (South Kensington) School Travel Plan. These improvements will complement the part time closure of the road to vehicular traffic at school arrival and dispersal times.	100	0	0
14	Traffic Signal Modernisation - complementary measures	Streetscape improvements - we take the opportunity to implement pedestrian, cyclist and streetscape improvements at traffic signal controlled junctions in TfL's modernisation programme.	110	120	130
15	Pedestrian Accessibility Programme - Borough Wide (*) (**)	Identify and implement measures to improve pedestrian accessibility including 'Legible London' signing including Fulham Road in 2014/15. Later years' schemes to be confirmed.	60	75	65
16	Pedestrian Improvements at Traffic Lights	Install a pedestrian phase at the junction of Fulham Road and Beaufort Street subject to modelling and TfL approval.	150	0	0
17	Pedestrian Improvements at Traffic Lights (**)	Install staggered or 'all red' pedestrian phase at traffic signal controlled junctions - sites to be identified.	0	150	150
18	Area Reviews - Scheme Development	Rolling programme of feasibility studies to develop area-based improvements. These will include reducing street clutter and guard railing, tackling congestion hotspots, improving road safety, improving permeability for pedestrians and cyclists, improving bus stop accessibility and servicing provision. In 2014/15 we will focus on the North Kensington area for implementation in 2015/16.	123	65	58

No.	Scheme Name	Description	2014/15 £1000s	2015/16 £1000s	2016/17 £1000s
19	Area Review Improvements Implementation - North Kensington	Implement improvements identified in the above Area Review, including removal of street clutter, subject to local consultation.	0	355	0
20	Area Review Improvements - Implementation (**)	Implement improvements identified in Area Reviews including removal of street clutter, subject to local consultation - locations to be identified.	0	0	330
21	Royal Borough Environment Project - Ladbroke Grove Network Rail Bridge Enhancement (*)	Implement environmental improvements to transform the bridge into a lively gateway to the Royal Borough from the north.	250	0	0
22	Ladbroke Grove - Street Trees and Greening	Tree planting around Ladbroke Grove and 'green wall' or planting scheme at junction of Ladbroke Grove and Malton Road.	35	0	0
23	Royal Borough Environment Project - Westway Improvements	Filling in the gaps between previous successful improvements including repainting of the underside of the Westway to make a safer more welcoming environment for pedestrians and cyclists at Acklam Road and Malton Road.	0	100	0
24	Royal Borough Environment Project (*) (**)	Implement environmental improvements - sites to be confirmed.	0	0	200
25	Local Transport Funding (*) (**)	Contingency and local transport-related schemes to be confirmed each year.	100	100	100
Total			1,778	1,746	1,820

No.	Scheme Name	Description	2014/15 £000s	2015/16 £000s	2016/17 £000s
	Principal Road Maintenance Indicative LIP Allocation		287	287	287
1	Principal Road Maintenance - Borough wide (*) (**)	Principal Road Maintenance at priority sites across the Borough.	287	287	287
Total			287	287	287

- 3.6.9. In line with the RTF recommendations, TfL LIP Guidance requires boroughs to identify the current street types for each proposal on named roads in our Programme of Investment. Our suggested street type classifications for the proposals in our Programme of investment are listed below;

LIP 2014/15 to 2016/17 Programme of Investment - Suggested Roads Task Force Street Type Classification

POI Ref	Proposal	Roads Task Force Street Type
8	Improvements to the Westway Cycle Route - linking Freston Road to Latimer Road	Connector
15	Lycee Francais Charles De Gaulle School Travel Plan Improvements - Queensberry Way	Local Street
17	Pedestrian Accessibility Programme - including Legible London wayfinding signing in Fulham Road	High Street
18	Pedestrian facilities at Fulham Road / Beaufort Street	High Street / Connector
20	Streetscape Improvement Scheme Development in the North Kensington area	Mainly Local Streets
23	Royal Borough Environment Project - Ladbroke Grove Network Rail Bridge Enhancement	Connector
24	Ladbroke Grove - Street Trees and Greening	Connector
25	Royal Borough Environment Project - Westway Improvements - Acklam Road and Malton Road	Local Street
27	West Cromwell Road - Greening, Noise and Air Quality Improvements	High Road

- 3.6.10. **Local consultation** - we consult local people before implementing significant schemes and changes. This can result in them being scaled up or down or even lead to them being dropped completely. However, we find that such consultations are generally helpful in refining the detail of the scheme or initiative in question.
- 3.6.11. When considering major proposals or large environmental improvements we tend to set up Advisory Groups. The Advisory Group meets regularly to help shape the proposals from the initial design right through to implementation and subsequent monitoring. Such groups comprise typically the Cabinet and Lead Members, local councillors, representatives of local resident, amenity and accessibility associations and businesses and Council officers.
- 3.6.12. For particularly disruptive works such as the refurbishment of Albert Bridge we post further information and regular updates on our website. For the Exhibition Road Project we also published monthly newsletters to keep local residents and businesses up to speed with the programme and any developments. We also make use of social networking websites to post updates.
- 3.6.13. **Major schemes** - major schemes are those costing more than £1 million and are subject to a separate bidding process for TfL LIP funding. The Exhibition

Road Project was partly funded by TfL's Major Schemes programme and was completed in 2012, in readiness for the 2012 Olympic Games.

3.6.14. We are currently developing a potential major scheme in Golborne Road, North Kensington where there is a busy street market. If there is positive reaction to the feasibility study, we will work with TfL to submit a bid for Major Scheme funding in 2014. Other potential Major Schemes include Notting Hill Gate and around Lots Road, associated with the development proposals for these two areas. We will discuss these further with TfL once we have a better idea of the proposed developments and their programmes.

3.7. **Managing risk**

3.7.1. Risk is the threat that an event or action will adversely affect our ability to achieve our objectives. There are risks associated with delivering any project or programme. We need to consider these risks and manage them in a strategic and effective way to deliver our aims and objectives successfully. We also need to ensure that in focussing on mitigating risk we do not ignore new opportunities.

3.7.2. Effective risk management therefore requires a balance between the two extremes of being unaware of risks (potentially exposing us to unnecessary loss and being ill-prepared for events that may take us by surprise) and being obsessed by risks (for example stifling innovation and possibly over investing in control measures that bring no added value).

3.7.3. Our goal for managing risk is to identify and evaluate all significant risks, both threats and opportunities, inherent to our plans and proposals and control them cost effectively within acceptable levels of exposure as part of our normal business management process. We use the principles of PRINCE2 project management methodology in developing our projects - risk management is firmly embedded in this approach.

3.7.4. **Individual project and policy risks** - we manage risk at the scheme level throughout the development of a project in proportion to its size and complexity in line with the approach outlined above.

3.7.5. **Programme level risk** - as part of our risk management process we hold monthly progress meetings to help identify and address any risks or opportunities at an early stage. Table 9 identifies the range of risks and potential mitigation measures associated with delivering our LIP programme and achieving our Objectives.

Table 9 - Programme Risks and Mitigation

Risk	Mitigation
Policy incompatibility	Ensure that we develop, prioritise and programme schemes in close consultation with Councillors.
Resources to plan, design and implement the programme	<p>Plan work effectively with programme managers, consultants and contractors.</p> <p>Ensure that robust and flexible contracts are in place with a wide range of alternative consultants and contractors across the whole programme.</p> <p>Ensure that we and our consultants and contractors all have effective Business Continuity Plans in place.</p> <p>Identify a reserve list of schemes in order to ensure efficient use of resources if other schemes are delayed.</p>
Delays to progress of work	<p>Carry out effective project and programme management to ensure that timescales for delivery allow sufficient time to develop a detailed design, carry out appropriate consultation and address any risks or opportunities we identify.</p> <p>Consult with statutory undertakers as early as possible.</p> <p>Liaise closely with our legal advisors to ensure that contractual issues, required notices and Traffic Orders are built into the programme.</p> <p>Where a scheme experiences delays we consider reprogramming or transferring the budget to the next highest priority scheme.</p>
Cost increases and/or budget reductions	<p>Review project costs monthly and liaise and report any significant variations for appropriate mitigation.</p> <p>Consider transferring funds to other projects to ensure that we complete highest priority projects, while staying within the overall available budget.</p>
No support from interested parties	<p>Ensure that local Councillors, partners and other interested parties are involved at an early stage of scheme/programme development.</p> <p>Carry out appropriate consultation at an early stage to ensure public and political support and so that we can address any fundamental issues and incorporate them into the detailed design.</p> <p>Carry out appropriate consultation at the detailed design stage to ensure continued support from all interested parties and to identify and address any further issues.</p>