Harrow Transport
Programme Entry Guidance

November 2012

Harrow COUNCIL
LONDON

CONTENTS

1 INTRODUCTION 4

2 TRANSPORT TEAMS IN HARROW COUNCIL 4

3 POLICY FRAMEWORK 5

3.1 Statutory requirements influencing transport provision 5
3.2 Greater London Authority Act (GLA) 1999 5
3.3 Traffic Management Act 2004 6
3.4 Road Traffic Act 1988 6
3.5 Equality Act 2010 7
3.6 Mayor's Transport Strategy (MTS) and Sub Regional Transport Plan (SRTP) 7
3.7 London Plan and Local Development Framework (LDF) 8
3.8 Local Implementation Plan (LIP) 8
3.9 Corporate influences 8

4 HOW FUNDING IS SECURED 9

4.1 Transport for London Grant 9
4.2 Harrow Capital 11
4.3 Developer contributions 11
4.4 Harrow Revenue 12
4.5 Other sources of funding 12

5 HOW WORKS ARE PLANNED AND PROGRAMMED 12

5.1 Transport Planning and the Local Implementation Plan 12
5.2 Programme development 15
5.3 Programme entry 16
5.4 Work programmes 18

6 HOW WORKS ARE SELECTED 19

6.1 Ranking lists 19
6.2 Parking 19
6.2.1 Minor localised parking issues 19
6.2.2 Disabled persons parking places 20
6.2.3 Area parking management schemes 21
6.3 Road safety 21
6.3.1 Minor localised traffic safety and speed issues 21
6.3.2 Accident remedial schemes 22
6.3.3 Area speed control schemes 23
6.4 Accessibility 23
6.4.1 Local pedestrian access issues 23
6.4.2 Local vehicular access issues 24
6.4.3 Rights of Way improvements 24
6.4.4 Cycle parking 25
6.4.5 Cycle route schemes 25
6.4.6 Walking schemes 26
6.5 Public transport 26
6.5.1 Bus priority schemes 26
6.5.2 Bus stop accessibility schemes 27
6.6 Congestion 27
6.6.1 Traffic congestion relief schemes 27
6.7 Environment and air quality 28
6.7.1 Freight management schemes 28
6.8 Strategic weighting (planned works only) 28
6.8.1 Impact on corporate priorities 28
6.8.2 Impact on Harrow's LIP transport objectives 29

7. MONITORING....29
7.1 LIP reporting and engagement with TfL....29
7.2 Annual reporting on Mayor's high profile outputs....30
7.3 Performance targets in LIP....31

Figure 2.1: Transport teams in Harrow Council....5
Figure 3-1: Policy influences....9
Figure 5-2: Programme development process....15
Figure 5-3: Programme Entry process....17
Table 5-4: Types of work categories and typical funding....18

1 INTRODUCTION

Harrow Council is the Highway Authority in the London Borough of Harrow and is responsible for the entire highway network with the exception of private roads. In respect of the Strategic Road Network Harrow is required to consult Transport for London on any traffic management because they have a regulatory role over this part of the network.

Every year the Council receives hundreds of requests for schemes and works, and for every request there is a cost to consider. Funding is limited and often conditional (e.g. policy / project delivery / target related) therefore it is not always possible, or appropriate to provide the service requested.

In order to ensure that the Council meets its objectives and the significant challenges in delivering local services using available resources all transport schemes and projects are required to demonstrate that they meet set criteria so that a consistent approach is taken to the planning, programming and delivering of schemes and projects.

The purpose of this document is therefore to clarify how future work programmes and schemes will be developed using a Programme Entry system and to ensure that the system is fully embedded into the decision making process and also into the working environment.

The system will set out the relevant criteria and guidance needed in order to establish a comprehensive way of prioritising works and to ensure that a consistent approach to decisions is introduced so that we can be more transparent about how we make these difficult decisions. This is particularly important as financial pressure becomes increasingly more challenging and difficult decisions need to be made in order to determine which schemes need to be taken forward and provide the greatest benefits.

This document will be useful to a variety of audiences and therefore it is very likely that only parts of the document are useful to all users. It is intended that the document will guide traffic engineers and transport planners in doing their jobs and inform councillors, senior Council officers and the public in understanding how the works programmes are developed.

2 TRANSPORT TEAMS IN HARROW COUNCIL

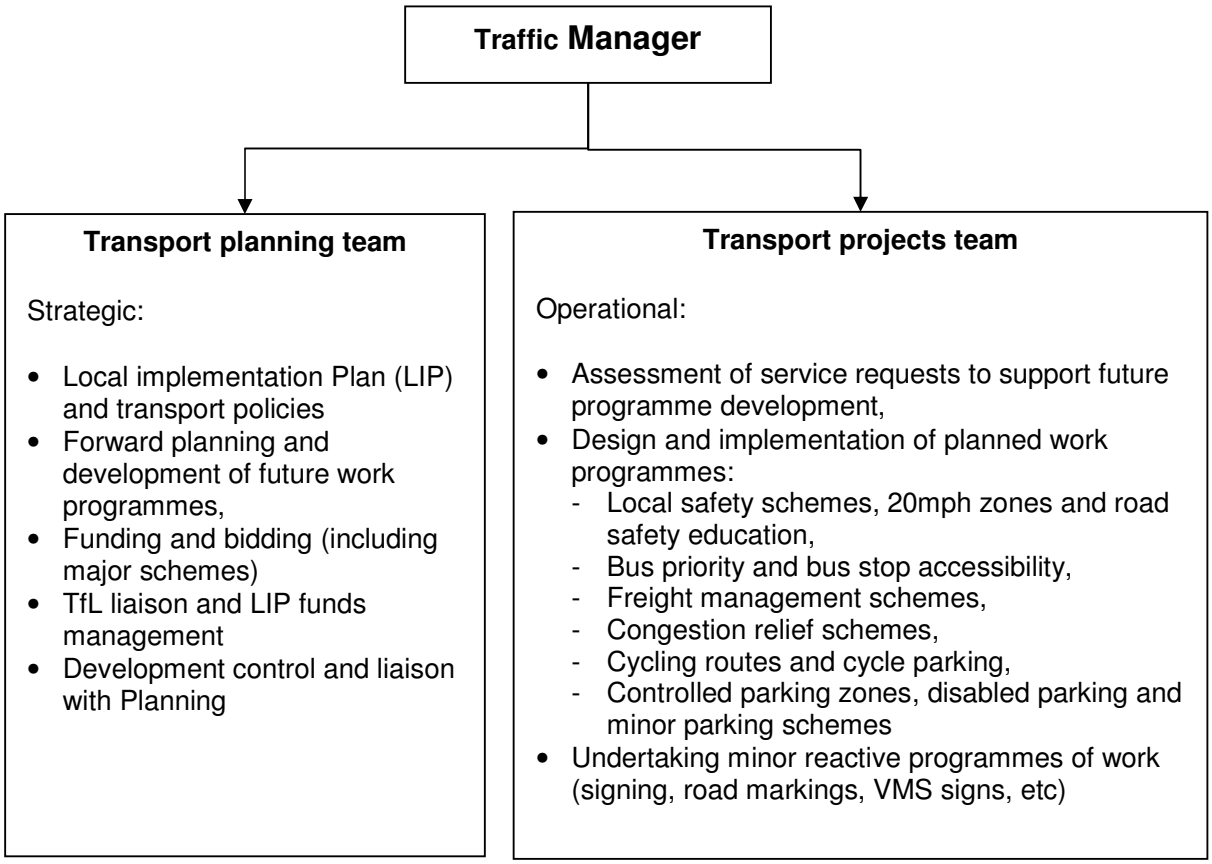
Within the Environmental Services Department there are two main transport teams responsible for traffic and transport schemes in Harrow that are based at the Civic Centre.

The transport planning team undertakes a more strategic role in forward planning future programmes of work as well as liaising with key stakeholders including Transport for London over policy, programmes and funding. The transport projects team has a more operational role and assesses service requests for consideration in future programmes of work and designs and implements currently funded work programmes. Both teams follow the guidance within this document.

The overall coordination of the service is the responsibility of the Traffic Manager, which is a statutory position held within the Council as set out by the Traffic Management Act and

has overall responsibility for ensuring the satisfactory performance of the highway network. The diagram below sets out the organisational structure:

Figure 2.1: Transport teams in Harrow Council



3 POLICY FRAMEWORK

3.1 Statutory requirements influencing transport provision

Much of the work to improve the highway network carried out by the Council is governed by legislation and statutory requirements. In particular the following legislation all place statutory obligations on Harrow as the highway authority:

- Greater London Authority (GLA) Act 1999
- Traffic Management Act 2004
- Road Traffic Act 1988
- Equality Act 2010

Each of these Acts and their implications is explained in further detail in the following sections.

3.2 Greater London Authority Act (GLA) 1999

The GLA Act requires the London Mayor to develop a number of strategic documents and to ensure consistency between them. The documents listed below have the most significant impact on transport in London.

- London Plan – Spatial Development Strategy
- Mayor's Transport Strategy (MTS)

The development of the London Plan sets an overall integrated economic, environmental, transport and social framework for the development of London whilst the Mayor's Transport Strategy takes into account the policies in the London Plan and sets out the planning, management and development of transport in London with policies for the promotion and encouragement of safe, integrated, efficient and economic transport facilities and services while also minimising the impact on climate change.

In particular the GLA Act makes London Boroughs responsible for the delivery of the Mayor's Transport Strategy in their areas and requires them to develop Local implementation Plans (LIP). Section 144 of the GLA Act enables the Mayor to issue statutory guidance on the implementation of the Mayor's Transport Strategy, to which all boroughs must have regard, and he also has reserve powers to issue general or specific directions as to the manner in which a borough is to exercise its functions in preparing and implementing its Local Implementation Plan (LIP), with which they must comply. The LIP is required to demonstrate how local authorities are addressing and implementing the Mayor's Transport Strategy at the local level.

3.3 Traffic Management Act 2004

The Traffic Management Act (TMA Act) was introduced in 2004 to tackle congestion and disruption on the road network. Section 16 of the TMA introduced a new network management duty for local traffic authorities such as Harrow and requires them to manage their road network with a view to achieving two objectives, which are:

- to secure the expeditious movement of traffic on their road network, and
- to facilitate the expeditious movement of traffic on road networks for which another authority is the traffic authority.

Section 17 of the Act requires traffic authorities to appoint a Traffic Manager to take responsibility for the network management duty and specifically to:

- identify things (current or future) which are causing, or have the potential to cause, road congestion or other disruption to the movement of traffic on the road network, and
- to consider any possible action that could be taken in response

In Harrow the transport teams under the direction of the Traffic Manager undertake this role and identify measures that can be included in the LIP to address road congestion.

3.4 Road Traffic Act 1988

Local authorities are required by statute (Road Traffic Act 1988) to:

- Carry out a programme of measures designed to promote road safety on existing roads and in the construction of new roads,
- Undertake studies of personal injury accidents,
- Take appropriate measures to prevent such accidents,
- Provide road safety advice, information and practical training for road users.

In Harrow the transport teams under the direction of the Traffic Manager undertake this role and identify measures that can be included in the LIP to address road safety.

3.5 Equality Act 2010

The Equality Act 2010 replaced the Disability Discrimination Act (DDA) with its stated aim being to 'harmonise discrimination law, and to strengthen the law to support progress on equality'. The Act replaced all existing equality legislation, including the Disability Discrimination Act (DDA). The most significant sections of the Equality Act that directly affect transport relate to the transport sections of the previous Disability Discrimination Act (DDA). This required all new land-based public transport vehicles (trains, buses, coaches and taxis) and transport infrastructure (bus and railway stations) to be accessible to disabled people, including wheelchair users. This covers access to goods, services and facilities.

To support access to all services, Harrow ensures that bus stops in the borough are suitable for low floor buses and provides disabled parking facilities and lowered kerbs as necessary in appropriate locations to meet the demands of those with impaired mobility.

3.6 Mayor's Transport Strategy (MTS) and Sub Regional Transport Plan (SRTP)

The Mayor's Transport Strategy (MTS) identifies goals, associated challenges and outcomes which the borough has a duty to work towards. The six goals of the MTS are:

- To support economic development and population growth
- Enhance the quality of life for all Londoners
- Improve the safety and security of all Londoners
- Improve transport opportunities for all Londoners
- Reduce transport's contribution to climate change, and improve its resilience
- Support delivery of the London 2012 Olympic and Paralympic Games and its legacy

The implementation of the MTS is delivered at sub regional level and at borough level. There are 5 regions (North, South, East, West and Central) each developing a Sub-Regional Transport Plan (SRTP) and 33 boroughs each developing a Local Implementation Plan (LIP). The London sub regional format is intended to develop a more collaborative and integrated approach to transport planning and connect the strategic aims of the MTS to local transport planning within boroughs.

The West London Sub-Regional Transport Plan (SRTP) provides a sub-regional context for Harrow's LIP and sets out key challenges and priorities within the sub-region to help guide the investment priorities of Transport for London and other government, public and private bodies as well as influence the development of regional LIPs. The SRTP goals, challenges and outcomes were used to develop the Harrow Transport LIP.

The SRTP will be regularly updated and developed as regional transport challenges and opportunities change.

3.7 London Plan and Local Development Framework (LDF)

The London Mayor has to produce a spatial development strategy (SDS) – which has become known as 'the London Plan'. This is the overall strategic plan for London, setting out an integrated economic, environmental, transport and social framework for the development of London over the next 20–25 years. Local borough development documents have to be 'in general conformity' with the London Plan, which has to be taken into account when planning decisions are taken in any part of London.

A local development framework is the spatial planning strategy introduced by the Planning and Compulsory Purchase Act 2004 which is now relevant to Harrow as the planning authority. In Harrow the Local Development Framework (LDF) sets out how future planning will be carried out in the borough and contains a range of documents of which the core strategy is the most important component. The core strategy sets out the long term vision of how Harrow, and the places within it, should develop by 2026 and sets out the Council's strategy for achieving that vision. In particular, it identifies the broad locations for delivering housing and other strategic development needs such as employment, retail, leisure, community facilities and other uses. It also sets the context for the other policy documents that make up the Harrow LDF. The transport implications of development, population increase and economic growth in the borough significantly influences transport provision and the development of the policies and programme in the LIP are fully integrated with the local development framework.

3.8 Local Implementation Plan (LIP)

The Harrow Transport LIP is the main document that set out the borough's transport objectives and the measures that will be undertaken to ensure these objectives are met. It also sets out how the borough will implement the Mayor of London's Transport Strategy, how it links with the West London SRTP as well as with Harrow's planning documents included in the borough Local Development Framework.

The LIP includes longer term transport objectives, policies and a detailed three year programme of investment (currently 2011/12 – 2013/14) and a monitoring regime to ensure that these objectives are met. This programme entry document will significantly influence which projects are included in the programme of investment which is primarily funded by Transport for London.

3.9 Corporate influences

The London Borough of Harrow has a number of key strategic documents which influence the provision of services as follows:

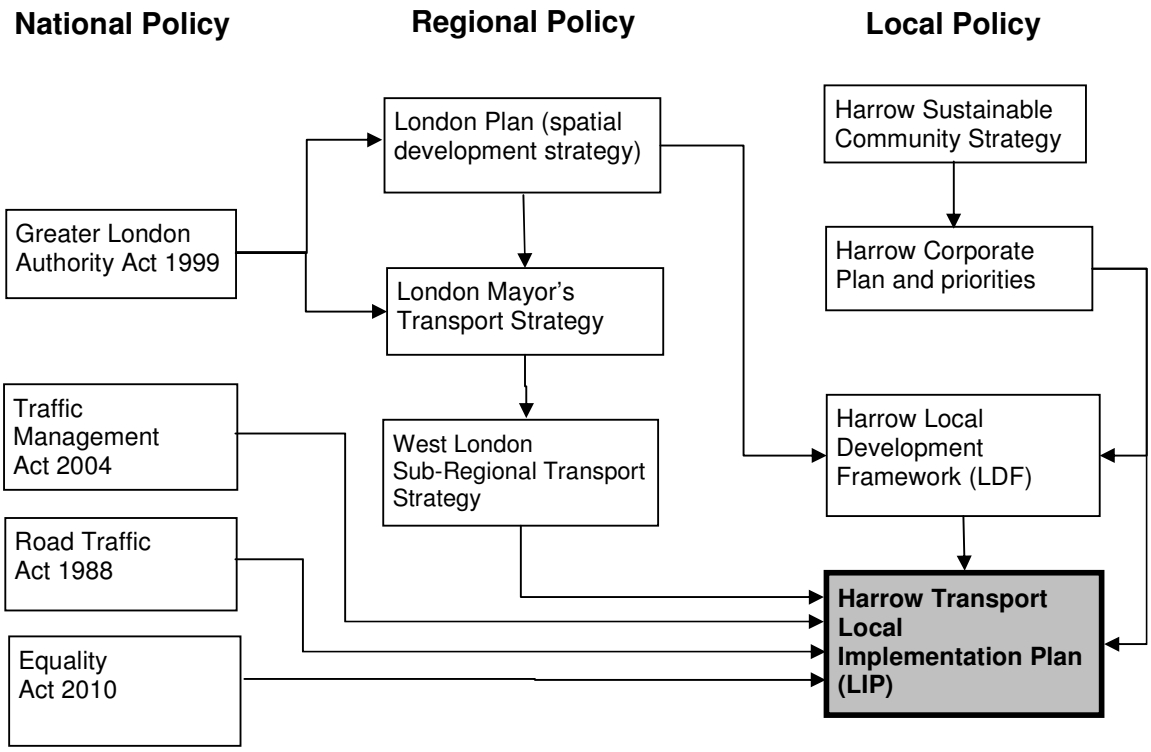
- Sustainable Community Strategy
- Corporate Plan

Harrow's adopted Sustainable Community Strategy sets the vision for the borough and provides the overarching strategic framework influencing all of Harrow's major objectives up to 2020. The vision has been produced by the Harrow Partnership which is a collaboration of representatives from agencies that deliver public services, community and voluntary organisations and businesses in Harrow. This vision feeds into Harrow's Corporate Plan which sets out the Council's high level priorities and targets for the coming years. The current priorities are:

- Keeping neighbourhoods clean, green and safe
- United and involved communities: a Council that listens and leads
- Supporting and protecting people who are most in need
- Supporting our Town Centre, our local shopping centres and businesses

The corporate priorities are considered in taking forward all work proposals.

Figure 3-1: Policy influences



4 HOW FUNDING IS SECURED

Funding for transport improvements in Harrow comes from a range of sources. The vast majority of it comes from Transport for London (TfL) to support the delivery of the LIP; however funding also comes from Council Capital, developer contributions (as planning section 106 agreements) and Council revenue funds. Much of the funding allocated is strictly limited as to where, when and how it can be spent.

4.1 Transport for London Grant

Every year Transport for London (TfL) allocate boroughs with a funding allocation which is provided to assist the borough in implementing the Mayor of London's Transport Strategy as set out in Harrow's LIP. This award is made up of a variety of elements which includes key transport initiatives, principal road network maintenance, local transport funds and, where relevant, major scheme bids submitted to TfL.

The formula funded allocation targeted at transport initiatives is structured around a set of need-based indicators relating to public transport, road safety, congestion, the environment, accessibility and residential population weighted by the index of deprivation.

The funding allocation is also weighted in order to reflect the Mayor of London's current priorities and is currently weighted as follows:

- 10% Public transport
- 26% Road safety
- 41% Congestion and environment
- 23% Accessibility

In addition to the above, TfL provides a small amount of money that the borough can decide how to invest on a year by year basis on local transport schemes to help meet the Mayor's Transport Strategy. These schemes still require TfL approval before proceeding.

TfL also provides the borough with an allocation for principal road maintenance. This award is based on the condition of principal roads in the borough. The condition of the principal roads is determined by road condition surveys conducted across the entire principal road network in London each year and annual borough allocations are made on that basis.

The borough is also entitled to bid for money from TfL for major scheme works which are usually worth in excess of £1 million. This funding is not guaranteed and is awarded on a competitive basis with other boroughs through the submission of specific project bids that are required to meet TfL's criteria for major schemes.

The LIP includes a programme of investment over a defined period (currently 3 years 2011/12 – 2013/14) detailing the schemes and initiatives necessary to achieve the aims and objectives set out in the LIP. In advance of each individual funding year the borough submits to TfL a detailed programme of schemes for the year and confirms scheme funding allocations in line with the overall annual LIP funding allocation set. In advance of submitting the funding allocation to TfL, the programme is agreed with the Council's Portfolio Holder. The programme is required to be broadly in line with the LIP objectives and is formally agreed by Transport for London. Subsequent changes to this programme are allowed but must be negotiated and agreed with TfL. Schemes can span a number of years, however, awards for funding are agreed for a single year at a time. Funds for remaining years where schemes span a number of years are expected to be included in future allocations and are usually agreed by TfL.

TfL agrees funding with the boroughs through the use of the online TfL borough portal system. During the year any additions or changes in scheme funding allocations are requested via the portal and TfL then approve or decline as appropriate. The borough will allocate all funds in line with the LIP objectives and this ensures compliance with the Mayor's Transport Strategy and is monitored by TfL.

Harrow can allocate the TfL grant allocation within Harrow's finance system as either revenue or capital expenditure as required by the council's financial policies. For capital funds, a capital project proposal and business case for the entire TfL programme is submitted in advance of the funding year and considered by the Council's Capital Forum before it can be included within the Council's Capital programme. The Capital Programme is then considered and approved by the Council's Cabinet. Following Cabinet approval the Capital project then requires a project initiation document to be submitted to the Capital Forum and approved before funds can be spent.

4.2 Harrow Capital

Harrow capital funds are made up from usable capital receipts and capital grants. Proposed schemes and projects are subject to a capital bid / business case as described in the section above - section 4.1. Requests for capital funding across the council compete for funds available on the strength of their case against a set of council priorities and criteria and the Council's Capital Forum assesses the bids and agrees the priorities to be taken forward into the council's Capital Programme. This is endorsed by Cabinet before being finalised.

Currently there is an annual allocation for the Parking Management Programme specifically dedicated to funding controlled parking zones (CPZ) and the local safety parking schemes programme (minor localised parking measures).

This programme of works is identified in the LIP and is Harrow's main contribution to supporting the overall programme of investment in addition to the TfL LIP grant.

4.3 Developer contributions

Section 106 of the Town and Country Planning Act 1990 allows a local planning authority to enter into a legally-binding agreement or planning obligation with a landowner in association with the granting of planning permission for development. The obligation is termed a Section 106 Agreement. The planning department leads on the planning permission process and negotiations with the developer and the Transport Planning team contributes to this by providing information on likely traffic impacts and any necessary interventions required.

These agreements are a way of delivering or addressing matters that are necessary to make a development acceptable in planning terms. During the planning application process any impacts on the public highway are considered and if any negative impacts are identified then there are negotiations with the developer to secure funding to introduce appropriate interventions. The funding is used to support the provision of additional or improved highway infrastructure in order to facilitate the development and benefit the wider community. An example of this would be funds provided by the developer for a junction improvement, like a new roundabout or traffic signals, in order to provide more capacity for an anticipated increase in traffic generated by a new development. The Section 106 money is usually made available for specific negotiated works only and once agreed the money cannot be used for any other purposes. If the money remains unspent, during the agreed timeframe, it usually has to be returned to the developer.

The Community Infrastructure Levy (CIL) is a new system of securing developer contributions through the planning system which local authorities are empowered to charge on new development in their area under the Planning Act 2008 (Community Infrastructure Levy Regulations 2010). It is a levy that local authorities in England and Wales charge on new developments in their area and the money raised can be used to support development by funding infrastructure that the council, local community and neighbourhoods want, for example, new or safer road schemes, park improvements or a new health centre. The system is very simple and applies to most new buildings and it will be levied on the net increase in floor space arising from any new development.

The current system of developer's monetary contributions which are negotiated and agreed on a case by case basis and recorded via Section 106 agreements is likely to be replaced in 2013 by a Harrow CIL. This will provide for the payment of contributions linked to the size of the development and calculated by reference to a published charging schedule.

4.4 Harrow Revenue

Harrow Council revenue funding is made up of Government borough formula grant, Council Tax Income and other income streams from fees and charges. A small dedicated annual budget is provided annually for undertaking minor work such as road markings and traffic signing and is also used to undertake traffic surveys and feasibility studies to assist with assessing service requests. The works undertaken are generally reactive in nature.

4.5 Other sources of funding

All elected Councillors in Harrow have control over a small amount of capital funding under the neighbourhood investment scheme. This money can be used to implement schemes in their wards that they consider to be of specific concern to their constituents. These funds, at the discretion of councillors, can be used to implement traffic / parking type schemes. Once a use for the funding is agreed, it cannot be used for any other purposes other than that specifically agreed by the Councillor.

5 HOW WORKS ARE PLANNED AND PROGRAMMED

5.1 Transport Planning and the Local Implementation Plan

The transport planning team is responsible for producing the Transport Local Implementation Plan (LIP) document which contains all of the borough's transport plans, policies and programme of works for future years. The preparation of this document is a lengthy process requiring the development of appropriate policies and work programmes which accord with the mayor's transport strategy, undertaking extensive consultation and seeking the authority of London's Mayor, the council's Cabinet and adoption by full council. The whole process can take over 12 months to complete. The input into the development of a LIP is therefore crucial as it sets out the types of schemes that will be included over a 3-5 year period.

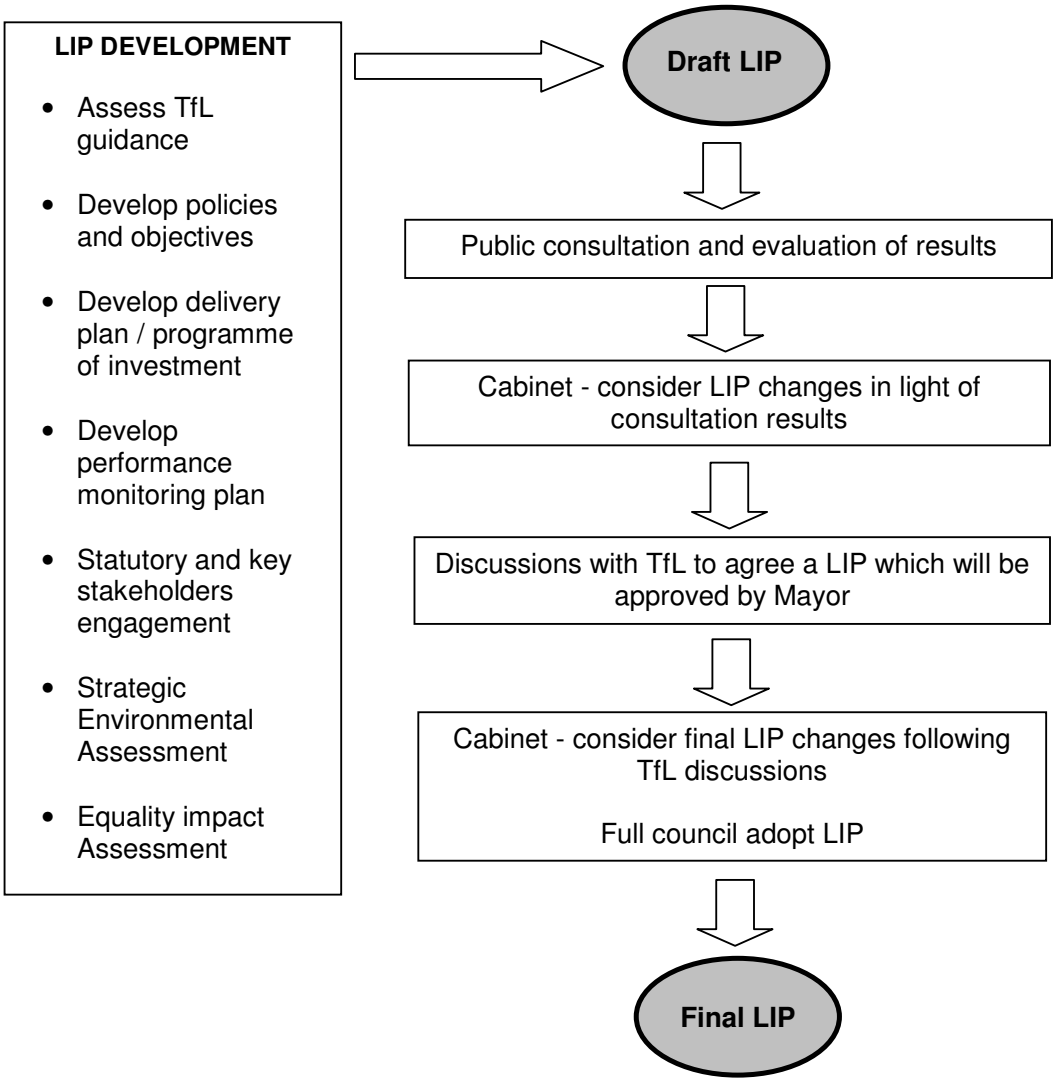
Transport for London (TfL) issue guidance on how London boroughs should produce their LIPs and manage the approval process, on behalf of the Mayor of London. In practice a very detailed guidance document is produced by TfL in consultation with the boroughs which includes very specific requirements for boroughs to follow in order to produce their LIP. Statutorily, the LIP is required to demonstrate how local authorities are addressing and implementing the Mayor's Transport Strategy at the local level and it is required to contain a timetable for implementing proposals in the delivery plan. The development of the LIP delivery plan and programme of investment are underpinned by the programme entry guidance outlined in this document which will influence the types of projects and initiatives that will be selected. Programme entry therefore has a significant impact on future work programmes in the LIP.

Legislation requires major policy documents like the LIP to undergo a Strategic Environmental Assessment and an Equalities Impact Assessment. These documents are

both produced in conjunction with the LIP at the development stage so that environmental and equalities impacts can be fully incorporated into the final LIP document.

A number of statutory bodies must be consulted with during the development of the LIP, however, in practice a very wide consultation both internally and externally is required. Effective consultation ensures that the LIP is developed to be compatible with other council policy such as the Local Development Framework and Corporate Plan as well as satisfying key stakeholders such as environmental groups and TfL. Once a draft is prepared a full public consultation is undertaken and the results of consultation considered by cabinet with recommendations on how to finalise the document. Further discussions with TfL are undertaken to shape the document into an approvable format before it is submitted to cabinet again for final approval and adopted by full council. The process is shown as follows in Figure 5-1.

Figure 5-1: LIP development process



The approved LIP is binding and if the borough wishes to significantly change the content of the LIP this would require a full consultation as well as renewed Mayoral approval. This is a very costly and time consuming process and would in effect require the same process as the original LIP. Smaller changes, however, may be agreed through negotiation with TfL.

Harrow's current LIP was produced following the development of the Mayor's Transport Strategy in May 2010. It was approved by cabinet on 19 May 2011 and adopted by full Council on the 7 July 2011. The TfL guidance for boroughs producing their LIPs required the boroughs to do the following:

- Set borough transport objectives;
- Show links between Harrow's transport objectives and the Mayoral goals as outlined in his transport strategy;
- Show links between Harrow's transport objectives and Harrow's Sustainable Community Strategy;
- Produce a delivery plan for borough activities as well as for the Mayoral high profile outputs including a timetable for their delivery;
- Produce a high-level breakdown of the required programme of investment by year including funding sources required;
- Produce a Performance Monitoring Plan to meet targets set by the Mayor of London;
- Include an Equalities Impact Assessment; and
- Conduct appropriate consultation with statutory bodies and make changes to the LIP where appropriate.

Harrow's LIP contains all of Harrow's transport policies. To improve the integration of these policies into working practices and to provide greater transparency and clarity a number of daughter documents have been produced to show how these policies are put into practice. These daughter documents include:

- Parking Management and Enforcement Plan;
- Road Safety Plan;
- Local Freight Movement Operational Strategy; and
- Transport and Disabilities Procedure.

TfL monitor the implementation of each borough's LIP delivery plan and progress with satisfying the Mayor's high profile outputs. Each year, Harrow reports progress to TfL through providing updates on key outcomes identified in the LIP - see section 7. In addition to this Harrow officers meet quarterly with TfL officers regarding implementation of the programme of works. Independent checks are also undertaken by TfL on works implemented. In 2014, the borough will be required to prepare and publish a three-year impact report setting out the expenditure and implementation of the current LIP programmes and set out achievements and evidence to demonstrate how the LIP has contributed to wider Harrow policy objectives.

The current LIP programme of investment ends in 2013/14 and it is expected that TfL will issue guidance for a subsequent LIP or delivery plan to be produced for the subsequent period. The development process would be similar to that explained earlier in this section.

5.2 Programme development

The majority of works implemented in the borough are identified in Harrow's Transport Local Implementation Plan. This was developed by officers in the transport teams prioritising initiatives on the basis of road safety, congestion, environment, accessibility, public transport and air quality issues as well as the Mayor of London's high profile outputs and the Borough's corporate priorities. This also took into account the statutory duties that the borough is required to undertake as outlined in section 3. Programmes are developed over the short, medium and long term periods as necessary to deliver the LIP objectives.

The programme development process uses a wide range of inputs which are coordinated by the transport teams to develop effective and realistic programmes of work. These inputs consist of service requests from numerous stakeholders including the public, councillors, transport organisations, emergency services, etc. as well as a wide range of ongoing transport assessments and studies undertaken by officers in the transport teams as a part of their routine workload. The programme entry system is used to assess these inputs and develop ranking lists for identified work categories which support the development of work programmes. The diagram below demonstrates the process.

Figure 5-2: Programme development process

The Transport Planning team lead on the programme development process and determine which programmes are eventually included within the Transport Local Implementation Plan. The programme entry system helps to prioritise needs by creating specific ranking lists for work categories like for example, safety or congestion, which are used to prioritise the interventions of greatest need. However, the final scheme selections that make up the work programmes also have to have due regard to TfL guidance and a range of other factors such as:

- Testing the strategic fit of proposed interventions
- Balancing the spread of interventions across the borough geographically,
- Focussing interventions along key corridors in the highway network or in neighbourhood areas to maximise the combined impact of the interventions,
- Targeting all objectives of the LIP proportionately,
- Undertaking the network management duty

Programme entry is therefore the initial assessment system that informs the programme development process.

5.3 Programme entry

The programme entry assessment system outlined in this document will be used to provide a formal framework for assessing all suggestions for projects, schemes or works and be used to develop ranking lists for each work category. In each case an evaluation will need to be made before any project or initiative may be included in a ranking list or a work programme. Each case will be evaluated by using the relevant work category criteria to assess their relative need and priority and establish a ranking. Those cases that satisfy the criteria and meet a set threshold will then be used to inform the development of future programmes of investment for local implementation plans.

The programme entry categories are split into reactive (short term) and planned work. Reactive works are defined as individual elements of work of a minor nature (generally less than £5,000) that need to be done within the immediate year of consideration. These are usually required to deal with safety or access issues or other unexpected changes to the environment at short notice. Urgent remedial works are taken forward using the available in year funding and are not a part of the LIP.

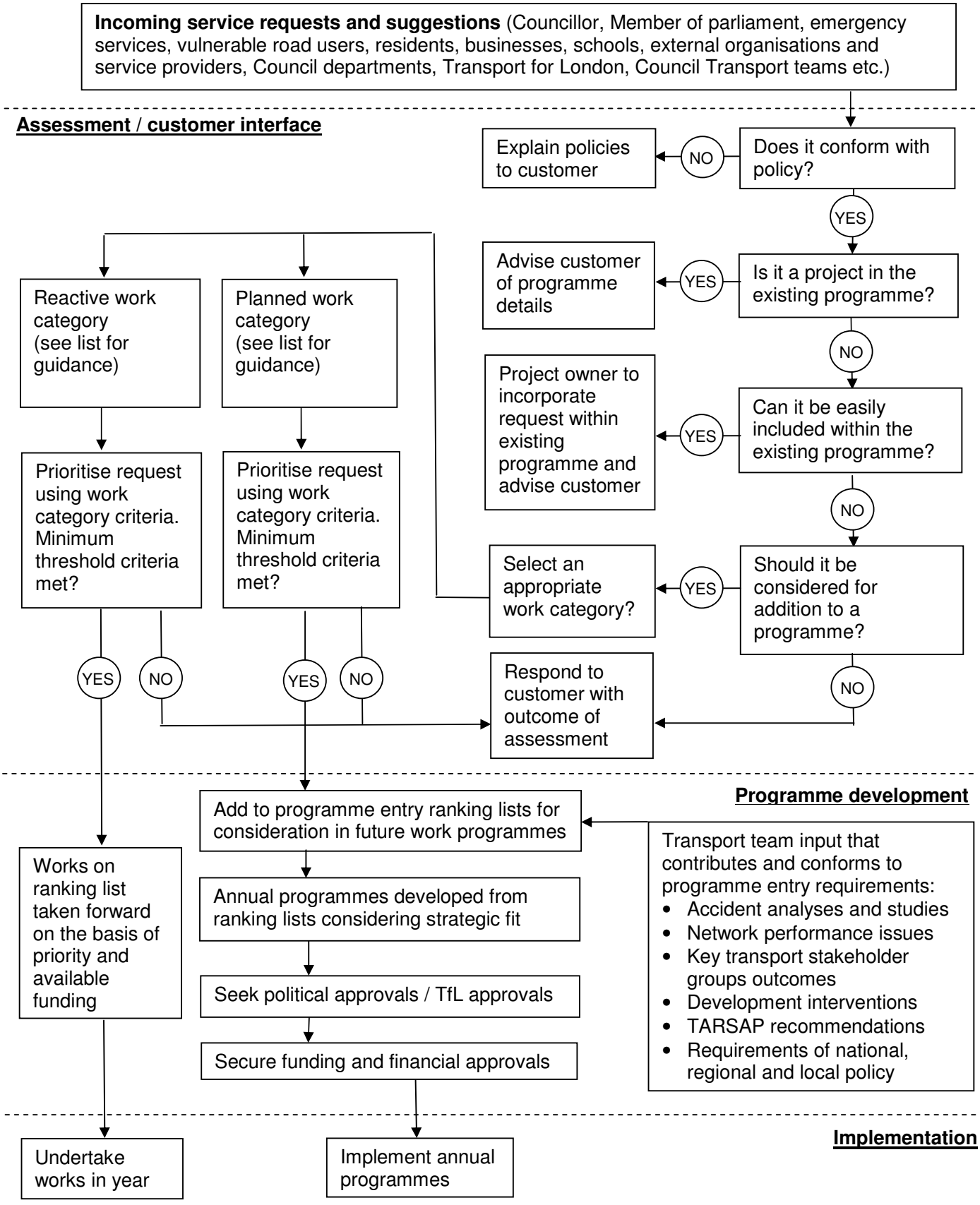
Requests for works which would involve a significant level of complexity in design, consultation, works coordination and implementation as well as cost are usually considered for a planned work programme over the medium to long term within the LIP. Before an assessment for planned work is made the following needs to be considered first:

- Check that the issue is not already addressed by a project in the works programme,
- If the issue could be addressed by adapting a project in the programme then the scheme designer needs to consider the viability of making changes. If the issue can be included then an assessment is not required.
- If the issue is in an area where there are no planned works then the programme entry system should be used to assess it using the appropriate work category.
- If the issue is for a major scheme (generally in excess of £1 million), then the programme entry process does not apply because a specific evaluation for major schemes is undertaken using TfL criteria.

For planned work categories a strategic weighting criteria will be applied to test the strategic fit with LIP policies and Harrow corporate priorities (see section 6.8).

All internal and external stakeholders will be provided with clear and concise advice on the status of service requests including acknowledging receipt of the request, an indication of the timescale to undertake a programme entry assessment and confirmation of the outcome. If policy requirements or programme entry criteria are not met then the reasons why the request is unsuitable will be explained. If the request is already in a programme or can be included then details of the funding year and likely delivery time scales will be provided. Figure 5-3 explains the programme entry system decision making process.

Figure 5-3: Programme Entry process[1]



[1] This chart does not include major schemes.

5.4 Work programmes

The current programme entry work categories, programme types, typical interventions and sources of funding are shown below.

Table 5-4: Types of work categories and typical funding

Transport area	Programme entry work category	Typical interventions	Type of programme	Typical funding
Parking	Minor localised parking issues	Waiting / loading restrictions	Reactive	Harrow capital
Parking	Disabled persons parking places	Residential bays for blue badge holders	Reactive	TfL LIP grant
Parking	Area parking management schemes	New Controlled Parking Zones (CPZ) and reviews of existing CPZs	Planned	Harrow capital
Road Safety	Minor localised traffic safety and speed issues	Vehicle activated message signing, traffic signs, road markings, surfacing changes	Reactive	Harrow revenue
Road Safety	Area speed control schemes	20mph zones or limits focussed around schools and areas of high pedestrian activity	Planned	TfL LIP grant
Road Safety	Accident remedial schemes	Accident / casualty reduction schemes focussed at accident clusters on the network	Planned	TfL LIP grant
Accessibility	Local pedestrian access issues	Uncontrolled crossing points for pedestrians (lowered kerbs), Stiles / kissing gates on footpaths	Reactive	TfL LIP grant
Accessibility	Local vehicular access issues	Vehicle access road markings (H-bar)	Reactive	Harrow revenue
Accessibility	Rights of way improvements	Improving rights of way and the green grid and maintaining public footpaths access	Planned	TfL LIP grant
Accessibility	Cycle route schemes	Developing cycle network with cycle lanes, cycle paths, cycle crossings	Planned	TfL LIP grant
Accessibility	Cycle parking schemes	Provision of safe and accessible cycle stands	Planned	TfL LIP grant
Accessibility	Walking schemes	Controlled pedestrian crossings (zebra, pelican), new footway links	Planned	TfL LIP grant
Public transport	Bus priority schemes	Bus lanes, traffic signal changes to improve journey time reliability for bus services	Planned	TfL LIP grant
Public transport	Bus stop accessibility schemes	Improving bus and pedestrian access to bus stops	Planned	TfL LIP grant
Congestion	Traffic congestion schemes	Measures to improve traffic flow and reduce queuing and delay (e.g. SCOOT signals linking)	Planned	TfL LIP grant
Environment and air quality	Freight management schemes	Loading bays, freight routing direction signing, weight / width / height limits	Planned	TfL LIP grant

6 HOW WORKS ARE SELECTED

6.1 Ranking lists

A ranking list will be developed for each of the specified work categories set out in section 5.4 and will be regularly updated as and when new assessments are added so that the highest priorities can always be determined. The lists will also provide historical data about previous or similar requests to ensure that consistent assessments can be made and to provide evidence to justify the priorities selected. It is very common for similar or repeat requests to be received on a specific issue and making reference to the list can help to avoid any duplication and inconsistencies.

The assessment of service requests and identified issues is undertaken by selecting the most appropriate work category and applying the relevant assessment criteria. In the event that more than one type of criteria might apply an assessment will be undertaken on each work category and the higher classified assessment used. The request will then be assigned to that work category and ranking list.

The assessment factors for each work category are set out in this section and an indication is given of the typical areas given priority. Each programme entry case will be assessed against all of the factors for the relevant work category and a judgement made by technical staff about the relative priority and position on the work category ranking list.

Planned work categories will also have a strategic weighting criteria applied as well as the operational criteria. This allows the strategic fit for planned works to be tested against the LIP policies and objectives and corporate priorities.

The work categories are based around these transport areas from the MTS and LIP:

- Parking
- Road safety
- Accessibility
- Public transport
- Congestion
- Environment and air quality

6.2 Parking

The Council receives many requests for changes to parking controls. Sometimes these are small requests for additional yellow lines or disabled bays or sometimes these are complaints about the lack of parking availability and requests for new controlled parking zones. These issues are generally political in nature and the resulting work programmes are funded from the Council's own funding and so they are not competing directly against other transport schemes over LIP funding. There are three programmes, two to address local access issues and the other for area wide schemes.

6.2.1 Minor localised parking issues

These are predominantly localised revisions or additions to parking restrictions to address issues with access or safety caused by inappropriate or obstructive parking. The local safety parking schemes (LSPS) programme addresses the typical issues often raised by

the emergency services or the council's waste collection services over concerns about disruption to essential vehicular access. In general the locations selected are more isolated from area wide parking controls and provide a way for these more minor issues to be dealt with outside of a major area scheme. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Key stakeholders	Emergency services / Local services / Residents petitions
Traffic accidents and speed	High numbers of accidents / high vehicle speeds
Vehicle flows	High vehicular flows
Pedestrian flows	High flow areas like shopping parades, schools
Level of accessibility and visibility	Continuous obstruction of sightlines
Other local factors with an impact	Adverse impact on bus services, the disabled

6.2.2 Disabled persons parking places

Disabled bays are provided specifically in response to individual requests and also at key locations to increase access for disabled people to all amenities across the borough. This includes provision at shopping centres, key public transport locations, libraries etc. The Council also provides disabled parking bays in all Council run car parks.

There are numerous requests for these facilities, however this is a limited budget and prioritisation for introducing disabled parking bays across the borough is required. There are strict eligibility requirements for anyone applying for a residential disabled parking bay outside their home and these are as follows:

- Applicant must be a current blue badge holder
- The disability must be related to permanent mobility problems that make walking impossible or where the exertion required to walk would constitute a danger to life or a serious deterioration to health.
- Applicant must be the driver of the Blue Badged vehicle, or if the applicant is a passenger of the Blue Badged vehicle it must be shown that;
  (a) The applicant requires physical assistance from the driver of the vehicle and the driver is generally the only person available to assist the applicant. The driver must also live at the same address as the applicant.
  (b) The applicant is sufficiently disabled to require constant supervision by the driver of the vehicle. The driver of the vehicle should be the only person available to provide this supervision and must also live at the same address as the applicant.
  (c) The applicant is between the ages of 2 and 17 years and meets either or both of the criteria stated in sections a and b above.
- The applicant's address must have no off-street parking space or space that could be reasonably made available for parking (eg. a front garden of sufficient depth for conversion and provision of a vehicle crossover).
- Ability to park on-street is a major problem most of the day.

If a person meets these requirements and if there is an appropriate and safe location for a parking bay, then the request is prioritised as follows:

Assessment factor	Typical areas of priority
Severity of disability	Based on OT categories
Length of time since application	Time elapsed

6.2.3 Area parking management schemes

Areas of high parking demand like commercial centres or around stations may attract many requests for changes to parking controls covering a wide range of issues from obstruction to lack of residential or commercial parking access. These projects are predominantly driven by customer demand rather than purely by policy and programme objectives. Controlled Parking Zones are generally introduced to manage kerb-side parking spaces more fairly, effectively and safely. In residential areas, CPZs are created to benefit residents, while in commercial and shopping areas short stay parking and deliveries are better facilitated. In Harrow, CPZs are never introduced without majority local residential support which is determined through local public consultations.

The programme of CPZs is recommended by TARSAP and formally approved by the Portfolio Holder in advance of the relevant funding year. The programme put forward by officers is developed and prioritised with consideration to the following factors:

Assessment factor	Typical areas of priority
Key stakeholders	Emergency services / Local services / Residents petitions
External factors likely to increase demand for parking	Parking displacement, development impact, commercial activity, etc.
How long since the location was last considered for the programme	Longer duration since last evaluation
Position on the current programme	Longer duration without implementation
Number of requests in close proximity within the location	Higher number of requests

6.3 Road safety

Harrow has a strong tradition of promoting and prioritising road safety. This is reflected in the Council's personal injury accident record, which consistently shows that the number of casualties in Harrow each year is amongst the lowest of all the London Boroughs.

6.3.1 Minor localised traffic safety and speed issues

These types of issues are common place throughout the borough and where accidents result local road safety schemes may be necessary (see section below). However, where

the location does not have a history of accidents and may not justify a significant level of investment to address the problem then other measures may be considered.

Small scale changes may be able to quickly resolve local safety problems. These types of works may include road markings, traffic signing, anti-skid surfacing, etc. In particular speed activated signs are considered for residential streets where no history of personal injury accidents is evident and where traffic speeds are regularly observed above 30 mph. In such cases the borough shares recorded speed survey data with the Police at quarterly traffic liaison meetings so they can decide whether they should target their resources in that area. Speed activated signs are never installed in conservation areas.

The key factors influencing priorities for these minor works are:

Assessment factor	Typical areas of priority
Key stakeholders	Emergency services / School / Residents petitions / Cllr / MP
Traffic speed	High vehicle speeds
Local environment	Lack of appropriate signing / road markings, poor road condition

6.3.2 Accident remedial schemes

Local Safety schemes are introduced to reduce casualties and the borough considers all killed and serious injury (KSI) accidents over the latest 3 year period when looking to identify locations for remedial schemes. In particular clusters of KSIs are a key way of identifying appropriate locations for consideration. High traffic speeds at any location can offer an indication as to how successful any proposed local road safety scheme can be. Because people walking and cycling are at most risk of serious road accident casualties, it is of extreme importance to ensure that any growth in sustainable travel in the borough is not hindered by any concerns over increased casualties. In addition, because reducing motorcycle casualties is a transport objective for the borough locations where these casualties occur are considered as a priority. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Evidence of accident clusters (3 or more)	Clusters with a higher number of accidents or vulnerable road users (motorcycles, cycles, pedestrians)
The 85th percentile speed	Higher vehicle speeds
Potential to increase modal shift towards walking and cycling in the location	Land uses with higher levels of pedestrian activity – hospitals, schools, parks, shops, places of worship

6.3.3 Area speed control schemes

Area speed control schemes including 20mph zones are introduced to encourage modal shift away from the private car and thereby encourage walking and cycling instead by creating a safer environment for all road users. These measures in Harrow never include the main roads in the borough to ensure that the main road network is able to perform efficiently and effectively. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Key stakeholders	School / Residents petitions / Cllr / MP / Disabled
Number of schools in the area	Higher numbers of schools
Number and type of accidents / casualties over the last 3 years	Higher number of accidents
The 85th percentile speed	Higher vehicle speeds
Potential to increase modal shift towards walking and cycling in the location	Land uses that have higher levels of pedestrian activity – hospitals, schools, parks, shops, places of worship

6.4 Accessibility

An estimated 12% of the population in Harrow currently experience reduced mobility. This includes wheelchair users, people with other disabilities and people with walking difficulties. The number is expected to increase in line with the expected population increases. The types of accessibility improvements required are varied and challenging. Prioritising one type of improvement may not benefit others. Accessibility improvements are needed to services beyond the issue of mobility and include sensory requirements for those with hearing or sight problems or simple travel assistance for those with learning difficulties.

People also suffer from accessibility issues as a result of the existing local infrastructure. It is often not possible to walk or cycle to certain destinations safely because of the lack of safe accessible routes. In these locations the Council can sometimes make changes to the existing infrastructure in order to widen the level of accessibility.

6.4.1 Local pedestrian access issues

Pedestrians are the most versatile users of the transport network with access to most areas of the public highway as well as public rights of way. A wide range of access issues on pedestrian desire lines can occur for a variety of reasons, particularly for the disabled.

The provision of lowered kerbs can be provided at controlled / uncontrolled pedestrian crossing points and at other locations to enable mobility and visually impaired pedestrians as well as wheelchair users and those with pushchairs to cross roads more easily. There are many requests and the Council considers locations that form a part of whole routes where the level of need is likely to be greater.

Other small accessibility improvements may include removing barriers to the use of rights of way such as replacing stiles with kissing gates. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Location	Critical pedestrian route with no other safe alternative routes available
Impact on mobility / visually impaired	Locations with significant barriers restricting use of route
Length of time since application	Time elapsed

6.4.2 Local vehicular access issues

Vehicle access road markings (H-bar) are advisory markings which are provided to highlight the presence of a vehicular access to a property. They are advisory markings only which cannot be enforced and therefore must be used in specific situations where parking demand is moderate and they may be respected by traffic. Areas with extremely high demand for parking may not be suitable and require enforceable measures. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Location	Obstruction of vehicular access serving disabled persons parking space or premises serving more than 10 parking spaces (in areas not suitable for waiting restrictions)
Length of time since application	Time elapsed

6.4.3 Rights of Way improvements

Rights of way in Harrow include footpaths, bridleways and byways. Most of these run through the borough's countryside, which is comprised of green belt, open spaces and parks. Harrow has an adopted Rights of Way Improvement Plan (ROWIP) which includes a Statement of Action. Key to the Statement of Action are the following improvements:

- Extending the rights of way network to include new routes
- Improving information and publicity to the public about the rights of way
- Improving the overall accessibility of the network to all but giving particular consideration to those with mobility difficulties

Types of improvements that may need to take place along the rights of way include:

- New way marking signage
- Handrails to improve accessibility
- Appropriate seating along long routes
- Extending the rights of way

- Replacing stiles with kissing gates which are far easier to use for all people and which allow easier access for people with mobility difficulties

To prioritise work, points are awarded for the following:

Assessment factor	Typical areas of priority
Key stakeholders	Mobility impaired, School , Cllr , MP, Residents petitions
Link to ROWIP	Addresses statement of action
Routes linking to the location	Good connectivity with other routes
Condition of route	Infrastructure is in poor condition
Length of time since application	Time elapsed

6.4.4 Cycle parking

The provision of safe and secure cycle parking facilities is important to promoting cycling as a sustainable transport mode. In general cycle parking is located in a way that avoids disruption to pedestrians, shoppers carrying goods and people with mobility difficulties and is in a location that is visible to passers to limit the potential for theft and damage of bikes and especially where they are likely to be well used. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Key stakeholders	Cycle groups, School, Cllr, MP, Residents petitions
New locations (no current provision)	Land uses with higher levels of pedestrian activity - stations, commercial centres, hospital, places of worship, leisure centres, shopping parades
Cycle parking using existing street furniture	High usage of street furniture to secure bikes
Usage of existing cycle parking	Higher usage of existing facilities
Links to cycle routes	Higher number of cycle routes in proximity

6.4.5 Cycle route schemes

Road conditions, local topology and traffic speeds are all important for determining the cycling safety for any area. For new cycle routes in the borough, it is important that they provide new links both to educational institutions and where appropriate through to other boroughs. It is also important that existing and new routes are improved to minimise cycling accidents. The ratio of cycle speed to general traffic speed is often a cause for cycling casualties. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Key stakeholders	Cycle groups, School, Cllr, MP, Residents petitions
Barriers to cycling	Higher number of barriers removed (e.g. crossing main road)
Linking local amenities	Higher number of stations, commercial centres, hospital, places of worship, leisure centres, shopping parades linked by route
Safety	Higher number of cycle accidents / casualties, higher difference between vehicle and cycle speeds

6.4.6 Walking schemes

Walking improvements include pedestrian crossings, controlled crossings, pedestrian phases as signals, pedestrian route signing as well as the introduction of new pedestrian routes and links. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Key stakeholders	Emergency services, school, Cllr, MP, Residents petitions
Safety	Higher number of pedestrian accidents / casualties in proximity
Barriers to walking	Higher number of barriers to walking with greater level of difficulty
Pedestrian movement	Higher number of pedestrians
Vehicular movement	Higher number of vehicles

6.5 Public transport

The bus and underground service in Harrow is run by Transport for London and the rail services are run by train operating companies. Officers at Harrow regularly liaise with all transport operators and other stakeholders to identify ways of improving public transport in Harrow and promoting its use. Work programmes focus on improving accessibility to public transport services as well as to improving bus flow and reducing traffic congestion which impacts on buses.

6.5.1 Bus priority schemes

Schemes are selected based on information provided from a range of sources where improvements can be made to bus routes and particularly bus journey time reliability. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Key stakeholders	Emergency services, transport operators / TfL (joint inspection meetings), HPTUA
Location	On strategic road network, greater traffic delays on network, high

	passenger waiting time
Number of bus routes	Higher number of routes, higher frequency routes

6.5.2 Bus stop accessibility schemes

Schemes are selected where there is a prevalence of bus stops not meeting Disability Discrimination Act standards along bus route corridors. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Key stakeholders	Emergency services, disability groups, School, Cllr, MP, Residents petitions
Clearway marking	Sub standard provision
Signing / road markings	Sub standard provision
Kerb height	Sub standard provision
Footway hard standing area	Sub standard provision
Bus frequency	Higher frequency

6.6 Congestion

The Traffic Management Act requires local authorities to identify issues which are causing, or have the potential to cause road congestion and disruption to the movement of traffic on the road network and to consider any possible action that could be taken in response.

6.6.1 Traffic congestion relief schemes

Congestion schemes are identified where excessive congestion has been identified on the network through monitoring of TfL network performance data. Areas with worse journey time reliability, average queue lengths and average delay are targeted. In general these studies are aimed at junctions and links on the main road network hierarchy which facilitates longer journeys to destinations that are more distant and which attract significantly higher levels of traffic. The assessments also consider locations where viable changes to local traffic and parking management arrangements have the potential to alleviate the problems. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Key stakeholders	Emergency services, school, Cllr, MP, Residents petitions
Delay on network	Higher levels of delay (TfL congestion maps)
Delay to bus services	Higher levels of delay (i-bus data)
Extent of area subject to delay	Higher number of junctions within area subject to delay
Strategic network impact	Within strategic route network

6.7 Environment and air quality

Local freight movement in Harrow is nearly all by road and this has an impact on both the local environment and the local quality of life. The unpleasant impacts of freight movement include noise, vehicle emissions, building vibrations, congestion and accidents. To address these issues a number of measures can be taken. These include addressing land use issues, operating standards for freight distributors, environmental vehicle standards and traffic management.

6.7.1 Freight management schemes

Schemes are mainly selected where delivery difficulties have been identified. These are identified, often by local businesses, because of the associated congestion caused by deliveries not parking appropriately and also as a result of delivery vehicles parking inappropriately because of a lack of suitable locations to park. The key factors influencing priorities are:

Assessment factor	Typical areas of priority
Key stakeholders	School, Cllr, MP, Residents petitions
Contributes to Freight Movement Operational Strategy objectives	Higher number of objectives satisfied
Number of accidents / casualties	Higher number of accidents / casualties
Number of complaints	Higher number of complaints

6.8 Strategic weighting (planned works only)

There are two strategic assessment factors which impact on the priority of planned works. These will be applied by the transport planning team after the main programme entry assessments are undertaken by the transport projects team and demonstrate the impact of the proposed intervention on the borough's corporate priorities and on Harrow's LIP transport objectives. These criteria will test the strategic fit of the planned work.

6.8.1 Impact on corporate priorities

Harrow has 4 corporate objectives which are defined in the Corporate Plan. A higher priority is assigned to schemes and initiatives that meet a greater number of these objectives as follows:

- Keeping neighbourhoods clean, green and safe
- United and involved communities: a Council that listens and leads
- Supporting and protecting people who are most in need
- Supporting our Town Centre, our local shopping centres and businesses

6.8.2 Impact on Harrow's LIP transport objectives

Harrow has 12 transport objectives which are defined in the Harrow Local Implementation Plan and agreed with the Mayor of London and full Harrow Council. The borough has a statutory duty to work towards achieving these objectives. A higher priority is assigned to schemes and initiatives that meet a greater number of these objectives as follows:

- Improve access borough wide to a wide range of facilities and services
- Improve orbital transport links
- Encourage healthier lifestyles
- Reduce CO_2
- Regenerate Harrow town centre and the new area of Intensification
- Reduce borough motorcycle casualties
- Improve accessibility
- Improve transport connectivity between Harrow on the Hill station / Harrow bus station and Harrow & Wealdstone station.
- Increase cycling borough wide
- Reduce congestion and make essential journeys easier
- Improve pedestrian walkways that use and link existing parks and open spaces with town centres and public transport provision
- Support vitality of town centres through good transport access prioritising sustainable modes

7. MONITORING

7.1 LIP reporting and engagement with TfL

There are a number of TfL reporting requirements associated with implementing the programme of investment in the LIP and Harrow is required to submit the following to TfL on an annual basis:

- An Annual Spending Submission in October, confirming the detailed programmes for the following financial year (refer to section 4.1),
- A report detailing the delivery of the mayor's high profile outputs,

The annual spending submission allows the programme of investment included in the LIP to be confirmed or adjusted as necessary to deliver the LIP objectives. This programme entry document has been specifically developed to prioritise suitable interventions for the programme of investment on that basis. The interventions must also support the delivery of the mayor's high profile outputs and TfL monitor progress annually.

In addition to this TfL expects to meet each borough formally at least once each year to discuss progress on the delivery of LIP programmes. These meetings, which are often arranged on a quarterly basis focus on any areas of weaker performance to ensure that measures are in place to strengthen them for the future. TfL also discusses any significant changes to the overall Programme of Investment to ensure performance targets are met. Developing an effective programme of investment helps to ensure TfL's expectations are met.

At the end of the LIP period (current LIP programme of investment ends in March 2014) Harrow will be required to prepare and publish a Three-Year Impact Report on the

implementation of LIP programmes, achievement of targets and provide evidence of how the LIP has contributed to wider policy objectives for the local area. A monitoring regime is in place to support the preparation of this report which is set out in section 7.3. The Three-Year Impact report will provide technical information to assess progress, summarise key achievements and must be prepared in close liaison with stakeholders so that a rounded overview of progress can be presented.

7.2 Annual reporting on Mayor's high profile outputs

Each year the borough is required to report to TfL on progress in delivering the Mayor's high profile outputs and in implementing the Mayor's Transport strategy. This requires the borough to report annually the following information for the borough:

- Cycle parking spaces provided
- Cycle training provided
- Interventions to assist cycling
- Pedestrian crossing facilities provided (eg refuges, zebra crossings, pelican crossings etc.)
- Length of guard rail removed
- Interventions to assist pedestrians
- Number of education and training interventions for road safety and personal security provided
- Number of 20mph zones implemented
- Interventions to improve road safety and personal security
- Length of bus lane implemented
- Number of accessible bus stops implemented
- Interventions to assist buses
- Number of workplace travel plans and travel plans reviewed
- Number of schools with school travel plans
- Number of schools participating in Walk on Wednesdays
- Number of cycle promotion events held during Bike Week
- Number of events supporting smarter travel (eg Eco-driving, greener vehicles, liftshare, car clubs etc.)
- Interventions on smarter travel
- Electric vehicle charging points installed
- Car club bays implemented
- Number of trees planted across the borough
- Interventions on the environment
- Shopmobility schemes introduced
- Interventions on accessibility
- Number of controlled parking zones introduced
- Number of waiting and loading reviews taking place
- Interventions to review parking or freight issues
- Number of European emission standard or fleet for heavy duty diesel-engined vehicles
- Electric vehicles in Council fleet
- Interventions to improve the efficiency of Council vehicle fleet

7.3 Performance targets in LIP

The LIP contains a range of performance indicators and targets which will be used to monitor the ongoing delivery plan and support the preparation of the Three-Year Impact Report. The borough reports on progress in reaching these targets and identifies any barriers in doing so. On most of the targets there is both a short term and long term target. Although some of the targets do not seem that ambitious, just maintaining the status quo is often very challenging. The agreed LIP targets are as follows:

Transport area	Performance targets
Walking	• Achieve a 30.5% mode share for walking in 2013/14. • Achieve a 31.5% mode share for walking in 2026.
Cycling	• Achieve a 1.5% mode share for cycling in 2013/14 • Achieve a 5% mode share for cycling by 2026. • Achieve a target of 78 school pupils per cycle space by 2013/14. • Achieve a target of 66 school pupils per cycle parking space by 2019/20.
Bus travel	• Maintain a bus excess wait time of 1.1 minutes, • Achieve a bus excess wait time of 1.2 minutes in 2017/18.
Road safety	• Achieve a target of 42 or less people killed or seriously injured for the average of 2012-2014. • Achieve a target of 468 or less total casualties for the average of 2012-2014. • Implement 20mph zones around 29 schools in the borough by 2013/14. • Implement 20mph zones around 43 schools in the borough by 2019/20. • Achieve a target of 40 motorcycle casualties or less by 2013/14. • Maintain a target of 40 motorcycle casualties or less by 2019/20.
Air quality	• Achieve a target of emissions from ground based transport in Harrow of 137.82 tonnes per year in 2013. • Achieve a 60% cut in CO_2 emissions by 2025. • Monitor the number of environmentally friendly vehicles parking permits issued. There is no target for this indicator though the borough is seeking to increase the number of these permits issued.
Modal shift	• Achieve a target of 1.27% of pupils cycling to school by 2013/14. • Achieve a target of around 1.87% of pupils cycling to school by 2019/20.
Condition of principal roads	• Achieve a target of 8% of principal road lengths in need of repair in 2013/14. • Achieve a target of 8% of principal road lengths in need of repair by 2017/18.

As an indicator of network performance maintaining the current bus journey time performance in 2013/14 and beyond is specified. Particular bus routes being measured using i-bus data from TfL are as follows:

Route	Section of route	i-bus weekday run time Base year value 2010 (mins)	i-bus weekday run time Target year 2013 (mins)
H12	W/B between High Rd and Pinner Grn	13.2	13.2
H12	E/B between High Rd and Pinner Grn	13.8	13.8
H9	Kings Rd and Harrow View	9	9
H10	Kings Rd and Harrow View	9.3	9.3
140	N/B between College Rd and The Bridge	1.7	1.7
140	S/B between College Rd and The Bridge	1.5	1.5
114	W/B between Turner Rd and Burnt Oak Broadway	2.9	2.9
114	E/B between Turner Rd and Burnt Oak Broadway	4.2	4.2

Glossary

CPZ	Controlled Parking Zone
DDA	Disability Discrimination Act
DPPS	Disabled Person's Parking Space
GLA	Greater London Authority
HC	Harrow Capital
LDF	Local Development Framework
LIP	Local Implementation Plan
LSPS	Local Safety Parking Scheme
MTS	Mayor's Transport Strategy
NIS	Neighbourhood Improvement Scheme
ROWIP	Rights of Way Improvement Plan
SRTP	Sub-Regional Transport Plan
THNM	Traffic and Highway Network Management
TfL	Transport for London
TMA	Traffic Management Act