



Guidance on developing LIP three-year delivery plans for 2022/23-2024/25

October 2021

Contents

Contents	2
1 Preparing the Delivery Plan.....	3
1.1 Purpose of this guidance note	3
1.2 Healthy Streets and London’s recovery	4
1.3 Process overview	6
2 Developing the three-year plan	8
2.1 Priority areas for Healthy Streets investment.....	8
2.2 Focus areas for Healthy Streets delivery	9
2.3 A data-led approach to streets planning.....	12
2.4 How to use strategic data to inform planning	14
2.5 Considering planned investment	17
2.6 Programme of Investment and identification of funding sources	18
2.7 Programme finance management	19
2.8 Staff Costs	20
3 Preparing the Performance Monitoring Plan	21
3.1 Outcome monitoring.....	21
4 Ensuring quality of delivery	22
4.1 New cycle route quality criteria	22
4.2 Healthy Streets Check for Designers.....	23
5 Appendix I- Action plans, toolkits and guidance	24

1 Preparing the Delivery Plan

1.1 Purpose of this guidance note

- 1.1.1 London's boroughs play a crucial role in achieving the outcomes of the Mayor's Transport Strategy (MTS). In 2018, TfL published LIPs guidance alongside the MTS – boroughs then produced LIPs including three-year plans, covering the period 19/20 – 21/22. As set out in the 2018 guidance, boroughs are now required to prepare a second three-year plan for their current LIPs, covering the period 22/23 – 24/25. However, unlike previous three-year plans, TfL is asking boroughs to develop this plan in stages given the challenges of planning in the emerging recovery context.
- 1.1.2 This three-year plan is the second three-year delivery plan under the borough's third Local Implementation Plan (LIP) and is not a revision to that original LIP document. TfL is not requiring a new LIP¹, but the new three-year delivery plan remains a requirement. This guidance sets out Healthy Streets priorities for the next three years in the context of recovery from the coronavirus pandemic. It provides boroughs with guidance for how to use TfL strategic data sets to develop their three-year plans along with information about new processes and requirements to obtain LIP Corridor and Neighbourhoods funding. Boroughs should note that plans should be compliant with the requirements in this guidance as it will form the basis of assessing the plan submissions. A failure to comply with this guidance is likely to have an impact on the award of funding in due course.
- 1.1.3 There is uncertainty about future funding allocations for investment in Healthy Streets after the end of the current funding arrangement on 11 December 2021. We are pushing for longer term funding but as yet have no confirmation from the DfT on this. We therefore ask that boroughs plan on the basis of their 2019/20 Corridors & Neighbourhoods funding allocations², whilst noting submission of a plan and its subsequent approval by TfL does not guarantee funding. Because of the uncertainty around funding levels for Healthy Streets we are asking for an indication of prioritisation so that programmes can be adjusted accordingly.
- 1.1.4 Continuing to plan for Healthy Streets is ever more important in this context because it enables TfL and boroughs to develop a clear understanding of the change a borough wants to deliver on its streets and how it intends to do so. This will enable TfL to plan its Healthy Streets resources and make a strong case for future funding.

¹ Boroughs are however free to revise their LIP at any time

² <https://tfl.gov.uk/info-for/boroughs-and-communities/borough-funding>

1.2 Healthy Streets and London's recovery

- 1.2.1 The three-year plans developed by boroughs will be a key element in strategically planning the delivery of the MTS priorities for Healthy Streets needed for London's recovery to address the acute and urgent challenge of inequality exposed by the pandemic.
- 1.2.2 In May 2020, TfL's financial position, and the limited available funding from DfT made it necessary to pause LIP and other Healthy Streets funding to focus on London's emergency pandemic response, Streetspace for London. Streetspace for London is now concluding, and TfL is returning to the longer-term Healthy Streets investment programme. However, in addition a lot has changed since LIPs and other borough funding was paused, and we are now operating in a markedly different context.
- 1.2.3 The pandemic has exacerbated a range of acute and urgent challenges across London, that the transport network and streets must tackle if TfL and boroughs are to achieve the MTS aims and objectives in the longer term and deliver a green recovery for London. These challenges include:
- Pushing back on a rising proportion of private vehicle trips by ensuring Londoners choose active, efficient and sustainable modes and adapting to new patterns of mobility
 - Reducing road danger and accelerating the path to Vision Zero.
 - Tackling London's deep physical and mental health inequalities
 - Addressing isolation, inaccessibility and inequality
 - Mitigating climate change through decarbonisation and adapting to its effects
 - Revitalising London's economy
- 1.2.4 These challenges can be summarised as an overarching challenge to "Restore confidence in the city, minimise the impact on London's communities and build back the city's economy and society." To address this challenge, the Mayor of London, in partnership with London Councils, brought together all the leaders of London's anchor institutions to form the London Recovery Board. The London Recovery Board has agreed nine missions for London's recovery to meet the overall challenge, these are:
- **A Green New Deal** - Tackle the climate and ecological emergencies and improve air quality by doubling the size of London's green economy by 2030 to accelerate job creation for all.
 - **A Robust Safety Net** - By 2025, every Londoner is able to access the support they need to prevent financial hardship.
 - **High Streets for All** - Deliver enhanced public spaces and exciting new uses for underused high street buildings in every Borough by 2025, working with London's diverse communities.
 - **A New Deal for Young People** - By 2024 all young people in need are entitled to a personal mentor and all young Londoners have access to quality local youth activities.
 - **Helping Londoners into Good Work** - Support Londoners into good jobs with a focus on sectors key to London's recovery.
 - **Mental Health and Wellbeing** - By 2025 London will have a quarter of a million wellbeing ambassadors, supporting Londoners where they live, work and play.
 - **Digital Access for All** - Every Londoner to have access to good connectivity, basic digital skills and the device or support they need to be online by 2025.

- **Healthy Food, Healthy Weight** - By 2025 every Londoner lives in a healthy food neighbourhood.
- **Building Strong Communities** - By 2025, all Londoners will have access to a community hub ensuring they can volunteer, get support and build strong community networks

1.2.5 Streets will play a central role in delivering a Green New Deal, through investment in walking, cycling and the bus priority network. High Streets for All can build on the Streetspace programmes and previous Healthy Streets investment to promote walking, cycling and wider accessibility, enhanced public spaces, parks/urban greening and cultural engagement. The Streetspace programme helped Londoners safely visit local high streets and supported local economies: previous studies show that town centre walking and cycling improvements can increase retail performance by up to 30 per cent.³

1.2.6 Streets also play a key role in promoting healthy lifestyles through the Healthy Food, Healthy Weight mission by making active travel easier and more attractive to all Londoners, streets also have an important role in supporting health at school with School Streets, Low Traffic Neighbourhood and improved walking routes all helping children to be active and embed healthy behaviour into their lifestyles. The cross-cutting role of streets means they can play a role in the missions of Helping Londoners into Good Work, Mental Health and Wellbeing and Building Strong Communities.

1.2.7 Changing and improving our streets to deliver positive outcomes for safety and increased use of public transport, walking and cycling across London is fundamental to addressing the challenges and achieving the recovery missions. In addition, streets offer a very effective and good value for money way of doing so. Key to success will be a reduction in traffic to reduce the detrimental impacts cars have on Londoners, which disproportionately affect deprived communities the most, and unlock mode shift and vision zero ambitions of the MTS.

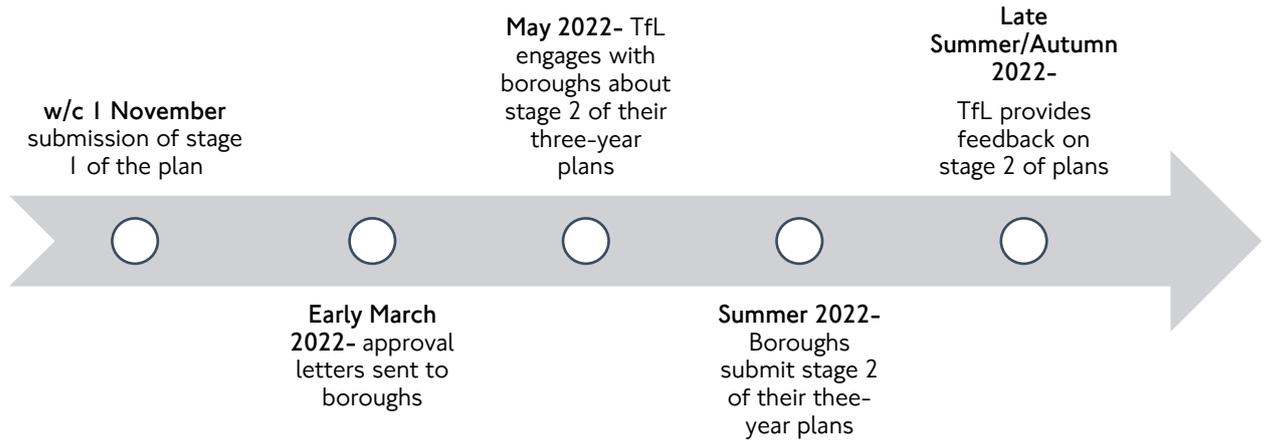
1.2.8 Borough delivery is central to the success of the Healthy Streets approach and London's recovery, as boroughs are responsible for 95 per cent of London's streets and the vast majority of local streets where Londoners live. The challenges of the recovery mean that, more than ever, London's streets need urgent change. This, alongside the challenge of funding, will mean renewed focus on high impact projects that London most needs.

³ <https://content.tfl.gov.uk/walking-cycling-economic-benefits-summary-pack.pdf>

1.3 Process overview

- 1.3.1 The delivery plan covers a three-year period. However, TfL recognises there is a degree of uncertainty which will impact on planning at this early stage of recovery, therefore boroughs are being asked to produce the three-year plan in two stages. The first of these is a detailed plan for 2022/23 along with details beyond that year for any multi-year schemes beginning in that year, this will need to be submitted to TfL by **1 November 2021**. This submission takes the place of the usual annual submission. Following this, TfL will work with boroughs to develop years two and three of the plans up to 2024/25. Further details of timeline will be developed working with the LIP borough working group.
- 1.3.2 TfL will provide boroughs with strategic data, maps and a simple form to develop the plan in, alongside a short supporting document. This will enable the identification of strategic priorities and aspirations for the next three years to address the challenges of the recovery.
- 1.3.3 Boroughs should base their funding assumptions for the formula funded element of the first year of the plan (2022/23) on pre-pandemic formula allocation levels.⁴ However boroughs should consider potential for alternative funding sources or reduced allocations and how they would priorities their programmes accordingly. For borough cycling schemes (funded via Cycleways Network Development) boroughs are asked to include up to two schemes in design and up to two schemes for delivery – see 2.6.5 for more details. Boroughs are also asked to include bus priority funded projects, again taking a realistic yet ambitious view of what they can deliver but using previous allocations and spend may be a helpful guide although project specific factors should be taken into account. TfL will keep boroughs up to date with further information about funding as it becomes available.
- 1.3.4 It should be noted that this submission does not guarantee funding and proposals are subject to review and sign off by TfL, including considerations of strategic fit and network impacts, therefore inclusion within a borough submission is not a guarantee of delivery.
- 1.3.5 Boroughs should record how they have met their Public Sector Equality Duty when developing their three-year plan. Boroughs may choose to undertake an Equalities Impact Assessment on the plan. TfL is continuing to work with stakeholders around the design of inclusive streets and on inclusive engagement and will share any outputs from this. We know that many of you also have local liaison groups that can also be used in developing your plans. We would welcome any details of local discussions.
- 1.3.6 In preparing and considering options for their plans, boroughs should identify all risks likely to arise and consider steps that can be taken to mitigate against them, plus possible remedial measures should the risks materialise. The diagram below sets out the planned timeline for assessment and allocation but remains subject to funding decisions from government.

⁴ <https://tfl.gov.uk/info-for/boroughs-and-communities/borough-funding>



2 Developing the three-year plan

2.1 Priority areas for Healthy Streets investment

- 2.1.1 As set out in the 2018 LIPs guidance, boroughs are required to produce a costed and funded high-level Programme of Investment that covers the period 2022/23 to 2024/25. The Programme should derive from the borough's identified LIP objectives but should reflect the context London now faces as it recovers from the pandemic.
- 2.1.2 The [Healthy Streets Approach](#) is a key way of addressing the challenges London faces in the recovery from the pandemic. However, funding uncertainty means thinking differently about solutions, potentially through delivery of experimental schemes and considering if and how existing temporary schemes should be made permanent.
- 2.1.3 Delivering Vision Zero by 2041 remains the central priority and is integral to Healthy Streets ambitions. Without Vision Zero it will be impossible to achieve our ambitions for Healthy Streets and similarly without the Healthy Streets approach it will not be possible to achieve Vision Zero. The urgency of Vision Zero couldn't be clearer, almost 4,000 people were killed or seriously injured on London's Streets in 2019, 80 per cent of these were walking, cycling or motorcycling. This also creates a fear of road danger that puts Londoners off traveling actively, because whilst walking is central to ensuring Londoners can achieve their recommended 20 minutes physical activity per day, 27 per cent of Londoners are discouraged from walking by traffic volumes and 12 per cent by traffic speeds. Furthermore, at present only around 18 per cent of Londoners live within 400m of the high-quality signed cycle network but more than 50 per cent of Londoners are put off cycling by safety concerns. Therefore, it is vital to continue the rapid expansion of London's cycle network to connect communities with town centres, green space and stations. This is a key way of improving safety for cyclists and enabling more Londoners to take up cycling for their everyday trips, along with ensuring buses are running as a reliable, accessible service for all Londoners and that taxis are appropriately catered for.
- 2.1.4 The continued road danger on London's streets has serious implications for equality too, with Londoners from deprived backgrounds being twice as likely to be injured in a road traffic collision, and black Londoners are 1.3 times more likely to be killed or seriously injured while walking. Much of this road danger is created by the volume of traffic on London's roads with cars involved in 67 per cent of all collisions where someone is killed or seriously injured. Therefore, traffic reduction is central to Vision Zero.
- 2.1.5 Town centres are a key focus area for the recovery and part of the nine recovery missions. Active, efficient and sustainable modes are good for business and are shown to boost business on High Streets and Town centres⁵. It is therefore essential to enhance the availability of sustainable links to access town centres including addressing danger issues, walking severance and opportunities to unlock demand for walking as well as where new cycle links could enhance routes to town centres. Furthermore, access for people by bus is crucial to the economic success of town centres and local economies, and the role of bus travel is especially important for town centres and high streets in inner and outer London. High streets can be transformed into more attractive places through greater priority for buses and improved bus journey times can bring more people to the high street and reduce congestion as they switch from driving their cars. Buses are also accessible, and some parts of the community are disproportionately dependent upon good bus services.

⁵ <https://tfl.gov.uk/corporate/publications-and-reports/economic-benefits-of-walking-and-cycling>

- 2.1.6 Outlined below are some of the themes to focus Healthy Streets delivery on to support London's recovery from the pandemic. This does not mean a scheme is needed for each priority on its own, rather that the programme is delivering benefits for a range of these focus areas, considering local circumstances and deliverability. For example, a new cycle lane should be contributing to Vision Zero by making it safer to cycle and reducing cycle KSIs and should seek to include Sustainable urban drainage systems (SuDS) and trees to address climate change. Further guidance on how to plan in an integrated way for safety, buses, walking and cycling is provided in [2.3 A data-led approach to streets planning](#).

2.2 Focus areas for Healthy Streets delivery

- **Enabling all Londoners to feel that active travel is a safe and accessible option through a range of Vision Zero and other interventions that deliver safer streets for cycling and walking.** Interventions could include:
 - Delivering new or upgraded high-quality cycle routes including segregated cycle routes on busier roads and high-quality routes on quiet streets and through LTNs. Proposals could include making high-performing temporary routes permanent, developing new routes aligned with the strategic cycling analysis (SCA), delivering feeders that expand London's Cycleways network and improving the accessibility of the existing cycle network to ensure it is fully inclusive for London's diverse communities
 - Lowering speeds to 20mph and improving compliance by redesigning streets to slow traffic, this is vital because if a pedestrian is hit by a vehicle at 20mph, they are about five times less likely to be killed than if they were hit at 30mph Measures to address the most dangerous locations and junctions
 - Introducing measures to reduce the dominance of traffic such as experimental or permanent Low Traffic Neighbourhoods, bus and cycle only streets, or re-allocation of on-street car parking to other uses
 - Delivering new infrastructure to make walking safer, easier and more accessible for all for example introducing new crossings or introducing measures to improve accessibility
 - Upgrading sections of the Walk London network to improve the experience and accessibility
- **Enhancing and expanding London's bus priority network** to enable faster and more reliable buses, making them a compelling offer for Londoners. Although, an efficient and attractive bus service network is a challenge for London, not an issue for TfL alone. Buses have significant potential to deliver mode shift, indeed we will not be able to reach the MTS targets for sustainable mode share without buses and they are London's only capital-wide fully accessible mode. Buses are also increasingly contributing to better air quality, with all the fleet now ULEZ compliant. However, over the five years preceding the pandemic, buses lost 10 per cent of their customers and since 2015, weekday bus speeds in London have declined by over 3 per cent and weekend speeds by 4 per cent. We know that there is a clear correlation between declining bus demand and deteriorating bus speeds. However, 77 per cent of the Strategic Bus Network does not have bus lanes, including 56 per cent of the Central London Grid.

To ensure buses play their full role in London's recovery and enable boroughs to deliver their LIP objectives, interventions in borough three-year plans may include new bus lanes, improved bus priority at junctions, kerbside measures such as parking restrictions, or bus and cycle only streets.

These infrastructure measures should be supported by aligned supporting infrastructure measures, for example:

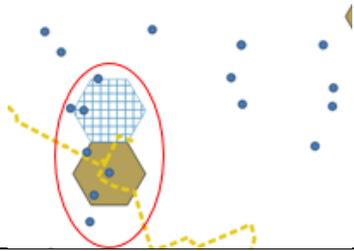
- **Supporting cycling-friendly infrastructure with new cycle parking.** Boroughs are encouraged to deliver new cycle parking in town centres and high streets, in schools, near stations and secure residential cycle parking.
 - On-street cycle parking: town centres and high-streets connected to the strategic cycle network (within 400m of the signed Cycleway network, including former Quietways/Cycle Superhighways)
 - School cycle parking: schools must be engaged or accredited through the STARS programme and either a) within 400m of the cycle network, b) in a Low Traffic Neighbourhood or c) on a School Street (or planned route, LTN or School Street within the borough's three-year plan)
 - Station cycle parking: stations that do not meet TfL's recommended provision (i.e. minimum 20 spaces within 50m of the station and 30% spare capacity). Funding can also be used as a match funding element where this unlocks further funding from the Department for Transport for station cycle parking
 - Residential cycle parking: priority given to council housing associations and areas of higher deprivation connected to the cycle network (within 400m of the network) but other locations will be considered.
- **Control of parking** through measures such as CPZs when targeted to reduce car use and car ownership are also an important tool for reducing traffic and should be considered as a measure in the Healthy Streets context
- **Thinking innovatively about the role of timed street uses** for example continuing the roll-out of 'School Streets', working with communities on 'Play Streets' and supporting the life and economy of their boroughs with 'Summer Streeteries' and 'Lunchtime Streets'
- **Improved interchange between bus, cycle and walking with rail** by enhancing the streets to and areas around stations with better lighting, crossings, cycle parking and bus stops
- Behaviour change/activation measures are essentially any intervention that promotes new infrastructure or aims to tackle other barriers to active, efficient and sustainable modes These measures deliver greater benefit from the main strategic infrastructure interventions to make cycling and walking safe and attractive choices or ensure buses are running as a reliable, accessible service for all Londoners. Decisions around funding must be on this basis with priority given to delivering infrastructure of strategic benefit, that adds up to a whole at a borough level and plugs into the London wide Healthy Streets transformation. Some examples include:
 - Dr Bike/Bike Maintenance
 - Cycle training
 - Try before your bike scheme (i.e. cycle loan with option to buy at the end)
 - Ebike/adapted bike/cargo bike loan scheme
 - Cycle safety and security equipment / voucher scheme
 - Local cycling/community events
 - Led rides

- Local community grant scheme
 - Business walking and cycling grant scheme
 - Evidence led road safety education programmes e.g. for P2Ws
 - Personalised Travel Planning
 - Appoint active travel business/school engagement officer.s
- 2.2.1 It is important that schemes deliver across the range of Healthy Streets indicators, however elements such as SuDS, green infrastructure, seating or things to see and do should be delivered as part of wider schemes rather than schemes on their own.
- 2.2.2 Healthy Streets investment actively addresses the threat of climate change by encouraging mode shift to active, efficient and sustainable modes. When designing schemes, consideration should be given to the carbon impacts across the asset lifecycle for example through the PAS 2080:2016 framework. To enable the city to cope with severe weather events, climate change adaptation measures, including green infrastructure and SuDS should be included within scheme design.
- 2.2.3 It will not generally be possible to fund electric vehicle (EV) charging infrastructure development or delivery as a standalone intervention via the LIPs and alternative funding for this should be sought. This includes staff time and studies to develop strategies or delivery plans. However, where part of a wider Healthy Streets scheme such as a Zero Emission Zone then EV charging can be included in the LIP funding.
- 2.2.4 We want to encourage people to switch from using a car to walking, cycling and taking public transport wherever possible. Car clubs can provide residents with an alternative to private car ownership and car club infrastructure can be delivered as a complementary measure where there is evidence it will support other traffic reduction measures within Healthy Streets schemes. Ideally funding for implementation of bays and network development should be sought from the car club operator or revenue generated from permits or profit share agreements.
- 2.2.5 Links to TfL's suite of guidance documents to support development of proposals is provided in Appendix I.

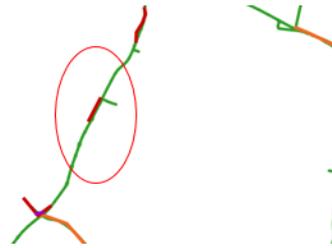
2.3 A data-led approach to streets planning

- 2.3.1 In the context of current funding constraints and uncertainty, it is essential that all borough schemes are underpinned by a strong evidence base and alignment to MTS and DfT objectives. Schemes must add up to a strategic whole if London is to deliver on the change needed, therefore schemes proposed need to demonstrate strategic value for London and contribution to London-wide benefits, TfL is keen to help support boroughs to plan for this.
- 2.3.2 TfL has developed a range of datasets for London's road network, to support strategic, evidence-led, balanced and multi-outcome planning for streets. These datasets highlight priority corridors for a range of modes and themes, including safety, buses, walking and cycling. This data and analysis will continue to develop and is a strong tool in identifying and prioritising where investment is needed.
- 2.3.3 This data is at the heart of TfL's approach to planning Healthy Streets investment and boroughs are required to make use of these evidence-led datasets to support their own planning and strengthen the case for investment. This process is designed to strengthen our joint planning to ensure key opportunities for London are delivered. TfL will be sharing this data as a pack of maps which should be used to identify opportunities and challenges to address through the three-year plan. Alignment to these will be an important part of the assessment process and decision making on future funding.
- 2.3.4 These datasets should be used as an integrated suite to ensure that schemes are considering potential opportunities and demands for all modes, and that any potential conflicts between modes are properly considered. In practice, this means considering how multiple benefits can be achieved through a scheme and considering the potential negative impacts of a scheme for other modes where the same location is identified as important for them. For example, a location identified as a priority for buses and for road danger provides an opportunity to address both challenges but would need to consider how not to impact on the reliability and journey times of the bus network.
- 2.3.5 Boroughs should use these data sets and strategic maps as a basis for identifying investment planning their programmes, in tandem with local factors such as stakeholder views and potential deliverability. The identified priorities should be formed into a programme within the table provided. Within this the priorities shown on all the maps in the identified location should be recorded within the table. This process is shown in the "How to" example below.

Step 1- Review each map for priority locations- this is to identify locations where a borough may want to develop an intervention in their three-year plan aligned with strategic data and considering deliverability, stakeholders and alignment to the Borough's LIP objectives. This can be shown with a simple annotation in the map pack. The final map showing the locations the borough is planning interventions for can then be inserted as a screenshot into the template provided.



Step 2- Once all the priorities on a map have been identified these locations should be reviewed in the other maps in the pack to identify if the location is also a priority for those modes.



Step 3- Once the priority locations have been identified these should be developed into a programme across LIP Corridors and Neighbourhoods programme and other TfL Healthy Streets funding streams, using the programme table provided. This table should be used flexibly to present as much information about a programme or project as possible. Boroughs are encouraged to provide as much location detail as possible, so whilst an overall programme may be for pedestrian crossings this should be broken down by location in the project name column with individual eastings and northings also provided. This table should represent the entirety of a borough's Healthy Streets delivery across TfL funding streams and boroughs should identify the funding stream they intend a project to be funded by using the codes in the Funding Stream column.

For infrastructure schemes, boroughs are encouraged to note in the strategic data capture section of the table, the priorities present from the strategic map packs at a location that have guided them to select this location for intervention, this will mostly apply to schemes on corridors or main roads covered by this data. For neighbourhood schemes it may be appropriate to note data from surrounding streets where the scheme may impact on these.

Boroughs should also note if they are intending to undertake a New cycle route quality criteria assessment (CRQC), Healthy Streets Check for Designers (HSCD) or post-scheme outcome monitoring.

Several examples are shown in the table provided.

- 2.3.6 Proposals should therefore be broadly aligned to the strategic need these maps highlight, although it is recognised there may be local evidence that guides some investment to other local priorities, although these should still be evidence led and linked to the Healthy Streets priorities for recovery.
- 2.3.7 For boroughwide programmes, boroughs should still provide as much location detail as possible, breaking down the overall programme into its individual locations, TfL may also ask boroughs to explain the location selection and prioritisation process.
- 2.3.8 The information provided will be used by TfL to understand borough aspirations and engage with boroughs about how to achieve these. It is therefore crucial that boroughs provide clear details of what a project will deliver, its location and the strategic data capture from the maps provided to boroughs.

2.4 How to use strategic data to inform planning

- 2.4.1 This section sets out further details for TfL's strategic data sets.

Casualty harm (road danger)

- 2.4.2 London-wide casualty harm data shows levels of road risk for each segment in the road network, based on casualties weighted by severity, vehicle flows and road metadata. This is shown relative to other roads in London: for example, a segment is in the 50 – 75 per cent bracket it means it is in the top 50 – 75 per cent roads in London with highest harm rate. The casualty data within the harm data covers time period 1 January 2016 to 3 April 2020, so some casualty injury severity ratings may have since been revised. Also, when using this data, it is necessary to remember that the data covers the TLRN and BPRN only and not local / residential roads. In addition, Total Harm data is provided in Hex Cells, and covers the same time period as used for the casualty harm rate data. These hex cells show locations of road danger away from the TLRN and BPRN as well as on those networks, however unlike the corridor casualty harm data, that is the summation of weighted casualty severities and does not take into account vehicle flows or other data. Harm is predominantly concentrated on major roads, these hex cells should be used as a guide and care taken when looking at hex that contain mainly local roads but may overlap a major road at some point. This data should be used alongside TfL's interactive Road danger reduction dashboard, which provides a granular view of road risk, local intelligence and other data, for example complaints and Police reports.

Strategic data for bus

- 2.4.3 The strategic data for buses defines a Core and Strategic Bus Network, consisting of the roads that are strategically most relevant for moving people by bus. Maintaining and growing bus ridership on these corridors will be an important part of delivering the MTS and LIP goals across London, and important to your own residents and to the accessibility of older and disabled residents in particular. Protecting bus performance on the Core and Strategic networks is therefore a priority. Strategic analysis of bus performance also highlights sections of road which would benefit most from investment in bus performance, which can be used to target new bus priority schemes.

Strategic Walking Analysis

- 2.4.4 The Strategic Walking Analysis (SWA) identifies the top 10 per cent locations with the highest potential to grow walking within each borough, based on data about current walking and short car journeys that could be reasonably walked instead. This should be used to begin informing walking interventions, together with data on trip attractors and other factors that impact walking, such as severance.
- 2.4.5 In addition to the SWA, it is important to consider the needs of leisure walking too, especially as walking provides one of the easiest ways for Londoners to get active and achieve their 20 minutes active travel per day. London has one of the largest leisure walking networks of any world city and whilst originally perceived as a recreational resource, the Walk London network is heavily used for everyday journeys too, for example 21 per cent of users of the Walk London network are walking to work or education, or in the course of their work. This means that the Walk London network is an important resource to maintain and invest in for both leisure walking and the everyday trips that Londoners make. Audits of the Walk London network are a good way to identify potential interventions for walking and there should be a particular focus on accessibility for all Londoners.

Strategic Neighbourhoods Analysis

- 2.4.6 Well-planned Low Traffic Neighbourhoods (LTNs) can also support walking outcomes, by making local streets more pleasant for walking. The Strategic Neighbourhoods Analysis provides a data-led picture of potential outcomes that can be achieved by LTNs, such as addressing road danger and rat running and improving access to schools.

Strategic Cycling Analysis

- 2.4.7 The Strategic Cycling Analysis (SCA) is TfL's data-led framework for developing the cycle network. It identifies a network of cycling connections where high-quality, signed cycle routes would have the biggest impact on growing cycling, based on data about current, potential and future cycling levels. The SCA should be used as the basis for all cycle network development. As well as bringing forward proposals for cycle routes that align with SCA connections, boroughs are encouraged to develop schemes which will provide local connectors and feeders to the SCA, extending the reach of the strategic cycle network.

Wider considerations

- 2.4.8 The strategic maps provided reflect a data-led picture of the sections of road network that are strategically important for safety, buses, walking and cycling. They do not take deliverability into account and should always be used in concert, as part of an integrated approach to scheme development. Boroughs should also consider using tools such as the City Planner Tool, GLA Climate Risk map or [Green Infrastructure focus map](#) to support development of the programme.
- 2.4.9 In addition to these strategic datasets, it is also important to consider local evidence when developing and prioritising the programme, this may be from a borough's own data collection and analysis or from stakeholder engagement, especially from stakeholder groups representing those with protected characteristics.
- 2.4.10 Deliverability, including operational considerations, should be fully considered both when selecting potential locations for intervention and throughout any subsequent scheme development. Early dialogue with TfL's Network Performance team is strongly encouraged to identify issues and mitigations, they can also advise on any internal TfL consultation or processes required.
- 2.4.11 Boroughs are encouraged to engage with local stakeholder groups, especially those representing those with protected characteristics to shape their plans, this should factor in subsequent scheme level consultation. Engaging with TfL's Network Performance team at every stage of a scheme's lifecycle can enhance it both in terms of design and delivery. For example, significant benefits can be achieved through changes and optimisation of signal timings or minor changes to signals infrastructure, often at lower cost and quicker to deliver than infrastructure changes on-street. Also, the performance data held by TfL, especially in terms of how effectively buses are travelling through the scheme footprint, alongside traffic signal timing and modelling information can prove vital as the scheme develops.
- 2.4.12 When a scheme is approved it is critical that the temporary works to deliver the scheme are considered alongside other activities on the wider network, including other temporary works. Scheme delivery can be particularly impactful to buses as they can be affected at multiple locations on cross-borough journeys. It is imperative that engagement takes place with TfL, via the Network Performance team, on key routes to mitigate the impact of works and ensure customers experience minimal delay from temporary works sites.

2.5 Considering planned investment

- 2.5.1 When preparing their delivery plans, boroughs are encouraged to consider any major transport projects in their areas and plan for local complementary and/or parallel programmes where appropriate. For example, improved accessibility to a station which is being made step free either by TfL or Network Rail.
- 2.5.2 Boroughs are encouraged to also consider their asset renewal programme over the next three years to synchronise this with their investment in LIP enhancements, as far as possible, without compromising safety. It is also important that asset renewals contribute to LIP objectives, for example when resurfacing using cycle friendly gully grates, reduction in areas resurfaced in hard materials by replacing these with green infrastructure or permeable materials.
- 2.5.3 Asset renewals are an opportunity to improve inclusion on street, for example by including the introduction of or upgrading to current standards dropped kerbs and tactile paving into resurfacing schemes, using the opportunity to create smooth even pavements addressing root damage from street trees, providing adequate dropped kerbs etc. It may also be an ideal opportunity to conduct an audit to declutter and consolidate street furniture. In some cases, the asset renewal budget may cover this enhancement or if not, it would be acceptable to use LIP funding for this purpose.
- 2.5.4 Consideration should also be given to the potential to leverage third-party funding and linkages to development work in the borough, to maximise the overall value and efficiency of the programme.

2.6 Programme of Investment and identification of funding sources

- 2.6.1 The Programme should derive from the borough's identified LIP objectives and should set out the measures proposed to achieve the stated objectives. The programme should be informed by strategic data with TfL, which will include trajectory analysis and spatial data.
- 2.6.2 The Programme will provide TfL with a clear view of shorter-term delivery within a borough's wider Delivery Plan as set out in their approved LIP3 and how this fits with TfL's investment and delivery especially of the Healthy Streets portfolio.
- 2.6.3 For the first year of the plan, boroughs should base their funding assumptions on pre-pandemic formula allocations, but this is no guarantee of funding. Consideration should be given to the potential for alternative funding sources or reduced allocations and how to adapt programmes accordingly e.g. the priority order of projects.
- 2.6.4 Boroughs should identify the anticipated source of funding for a project - LIP Formula funding, Liveable Neighbourhoods, Bus Priority or the borough cycling programme. This should not be seen as a guarantee of funding but will give TfL an idea of the ambitions of boroughs and enable them to be considered in future programme planning. However, at present boroughs should be aware that there is no open round of bidding for Liveable Neighbourhoods, boroughs are therefore advised to avoid allocating resources to developing bids until such time as TfL may announce a further round of bidding.
- 2.6.5 For borough cycling schemes (funded via Cycleways Network Development) boroughs are asked to develop an ambitious yet realistic programme including up to two schemes for design and up to two schemes for delivery per year. Routes for delivery in year 1 must have worked-up designs and may include projects that were paused pre-pandemic or schemes to make temporary routes permanent. Boroughs are encouraged to build on the lessons of the Streetspace for London programme regarding efficient delivery, following guidelines on consultations. As with the CND programme pre-pandemic, funding will be released in stages to ensure quality control throughout the design and delivery process.
- 2.6.6 Given current funding uncertainties boroughs are encouraged to develop programmes which have blend of more complex transformative schemes run over several years and simpler schemes which can be delivered rapidly. Ideally this will form into a rolling programme with design, consultation and build elements happening simultaneously across the programme feeding into the delivery pipeline. This might include spreading design and build over two years and having a set of more straightforward schemes ready designed to deliver in a 6-month period such as cycle parking, cycle contra-flows or bus stop accessibility.
- 2.6.7 Boroughs are required to identify all interventions which are intended to be wholly or partly funded using TfL funding in the Programme of Investment. Boroughs should identify the proposed source of funding for each of these interventions, i.e. how much is from LIP funding allocations and how much comes from other sources (e.g. the council's own capital and revenue sources, Section 106/CIL contributions). The Programme of Investment must be based on a realistic view of funding and must not contain un-costed or unaffordable projects.
- 2.6.8 Boroughs will be able to confirm their detailed programmes on a yearly basis. Boroughs have the flexibility to change or update their annual programmes in response to, for instance, delays and cost changes, stakeholder feedback, new evidence of the impact of previous similar interventions or changes in priorities, etc. However, such decisions will need to take account of the impact of slowing down or reducing investment in one policy area to speed up or increase investment in another.

- 2.6.9 Boroughs are not required to include interventions which do not need any TfL funding. However, TfL encourages boroughs to identify non-TfL funded interventions as these can contribute to the delivery of LIP objectives and targets and the overall Healthy Streets vision in their boroughs. Projects that support the LIP and are funded by third parties for example developers or the Government's Levelling Up Fund should ideally be included to paint a complete picture of the investment in transport in a borough. Projects that impact on TfL services or the TLRN on SRN, or require changes to traffic signals, will all still require engagement with TfL at an early stage, regardless of funding source.
- 2.6.10 The phase a project will be in a particular year should be identified e.g. study, design or build, for programmes of smaller projects e.g. cycle parking these should be listed as ongoing delivery.
- 2.6.11 Activation measures such as non-infrastructure behaviour change initiatives can be funded via LIPs and must be detailed within the three-year plan. These should support or activate infrastructure projects and it is expected that these will be based on an evidence led approach and will require outcome monitoring plans to evaluate their impact and inform future funding decisions about them.
- 2.6.12 Studies help inform future decision making, however they can also result in substantial pieces of work with no tangible outcomes. Therefore, TfL will only fund a limited number of studies each year.
- 2.6.13 Taken together, activation measures (2.5.10) and studies (2.5.11) should not be greater than 20 per cent of a borough's allocation. Requests greater than 20 per cent will need to be discussed and agreed with the TfL Sponsor. Where studies are about feasibility for Healthy Streets schemes and there is a clear path to delivery during the three-year plan, these do not count towards the cap. Furthermore, design only schemes in year one with delivery in subsequent years also do not count towards the cap. In both cases please note the intended delivery timeframe in the scheme description section of the form.
- 2.6.14 ANPR and camera enforcement has an important role to play in the design of schemes such as LTNs or School Streets, alongside physical filters. They are however a high cost method of modal filtering that could impact wider delivery of active travel infrastructure, therefore when funded by TfL, revenue from the camera enforcement up to at least the value of the camera purchase price or rental cost must to be reinvested in delivering active travel interventions and must be identified within the three-year delivery plan. As indicated in the borough letters of July and October 2021 this applies to all funding received from 2020/21 for camera installation.

2.7 Programme finance management

- 2.7.1 Boroughs are encouraged to exercise prudent cost controls in the development and delivery of their LIP programmes. It is recommended that regular meetings (e.g. quarterly) are held with TfL officers to review costs in the light of programme and project progress and identification and management of risks. Boroughs are required to prepare a Value of Work Done (VOWD) profile for each scheme and to keep this up to date at least once every 2 months; further information on this and other matters relating to the provision of LIP funding is provided in the '*LIP Finance & Reporting Guidance*' (April 2019).

2.8 Staff Costs

- 2.8.1 Subject to available funding TfL currently plans to fund reasonable staff salary costs associated with the delivery of projects and programmes within the LIP three-year plan. However, boroughs are reminded that staff costs can be only be booked to schemes with specific deliverables. TfL will not allow a scheme to be created to simply cover the staff costs of an individual or team (headcount) working on the wider LIP programme.
- 2.8.2 To provide greater certainty for boroughs and enhance transparency, within Form A boroughs should identify, how much funding from each project or programme will be allocated to salary. This includes staff costs for behaviour change programmes delivered in-house.

3 Preparing the Performance Monitoring Plan

3.1 Outcome monitoring

- 3.1.1 Boroughs should set out how they intend to monitor the outcomes of higher value or higher impact schemes within their programme. This outcome monitoring is an evolution of that used for temporary schemes and is intended to support local case making and further evidence the value of Healthy Streets investment. This monitoring will provide boroughs with a growing number of contextual case studies to communicate the benefits of further Healthy Streets investment with stakeholders. It will also evidence the success of the Healthy Streets approach and boroughs role within it, to make a strong case to funding bodies for continued and enhanced funding in the future.
- 3.1.2 For non-infrastructure supporting measures, such as behaviour change initiatives, TfL will expect each programme to set high level outcome indicators and for a monitoring and evaluation plan to be put in place to track progress. For example, for a programme of school cycle training, outcomes may include mode share to school and activity levels amongst the children. This will help inform future decision making about the value of behaviour change interventions.
- 3.1.3 In some cases, it may be suitable for schemes to include the provision of fixed count infrastructure to provide long term and real time data on performance and use. Where boroughs are considering these, they should speak to TfL regarding specifications, this will enable data to be fed into TfL's London-wide network monitoring platforms.
- 3.1.4 In addition, boroughs are encouraged to speak to TfL about the data already available from its own fixed count infrastructure and other sources which can be used in borough outcome monitoring.
- 3.1.5 Boroughs will be expected to share the results of their outcome monitoring with TfL and other boroughs, likely via the borough projects and programmes Share Point, this will build up a repository of relevant data and evidence of real schemes across London to support case making in similar areas.
- 3.1.6 Within the three-year plan boroughs will be expected to identify the schemes they intend to monitor outcomes of and may provide a statement about their approach to monitoring. However, it is expected that more detailed outcome monitoring strategies will be developed on a scheme by scheme basis. This is in addition to the usual audit and Traffic Accident Diary System (TADS) requirements.
- 3.1.7 To support borough outcome monitoring, TfL has published new monitoring guidance to refresh the interim monitoring guidance from March 2021.⁶
- 3.1.8 A "Borough's Annual Report" will be prepared by TfL and issued in December of each year. The report will provide information on borough progress in delivering key objectives of the MTS. There will be an opportunity for each borough to showcase the schemes or initiatives that they have delivered during the previous financial year so that examples of best practice can be shared with other boroughs and TfL. Information for this will mainly come from sources already provided by boroughs, notably Form C and shared outcome monitoring data, so this will create minimal additional work.

⁶ <https://tfl.gov.uk/info-for/boroughs-and-communities/streetspace-funding>

4 Ensuring quality of delivery

To help make the case for future investment in Healthy Streets, TfL and boroughs need to be able to demonstrate that all schemes delivered are of high quality and comply with London and national quality standards and best practice guidance.

4.1 New cycle route quality criteria

- 4.1.1 To ensure that borough LIP delivery is contributing to a consistent high-quality cycle network, it is essential that proposed signed cycle routes meet the quality thresholds defined for the London-wide Cycleways network and comply with best practice in the London Cycling Design Standard (LCDS). TfL therefore now requires boroughs to use the New Cycle Route Quality Criteria (or Quality Criteria for short) to assess the quality of all cycle routes delivered through LIP funding and will work with boroughs to add these routes to the Cycleways network through on street and digital signage.
- 4.1.2 The Quality Criteria are based on LCDS best practice guidance, focusing on whether conditions are appropriate for routes to be designed to mix people cycling with motor traffic, as well as recommending an appropriate level of provision for cycling on busier roads. The Quality Criteria assessment is provided in the form of a spreadsheet tool for data collection, alongside a technical note explaining the process: <https://tfl.gov.uk/corporate/publications-and-reports/cycling>.
- 4.1.3 The Quality Criteria tool can be used throughout the lifecycle of a cycle route project to inform the scheme development process and avoid sunk costs later in the process:
 - To assist in the selection of a preferred route alignment and exploration of potential design forms alongside other factors including existing conditions, modal and network requirements and stakeholder input
 - At feasibility design / option selection stage to help identify the range of route design forms and the selection of a single preferred option
 - At the concept / preliminary design stage to ensure the design is fit for purpose
- 4.1.4 As a minimum TfL requires a completed Quality Criteria assessment to be submitted to TfL via the borough's Principal Sponsor at the concept / preliminary design stage to ensure the design is fit for purpose. However, it would be beneficial in most instances to submit an assessment as soon as the baseline data is collected to identify constraints and potential challenges when they first emerge. This will be used to provide the borough with feedback on any areas to focus on to improve quality, prior to moving to detailed design and implementation. Where it would not be possible to bring a route up to the required minimum standard, TfL will ask a borough to look at alternative alignment options or potentially to cease work on the project and look to reallocate funding within their programme.
- 4.1.5 Borough routes delivered via LIPs will, when delivered to this quality standard, be able to be included within the signed London-wide Cycleways network so will be able to use branded signage and have a route number within the numbering system. This process is being developed in detail and will be communicated to boroughs prior to the start of the 2022/23 delivery plan year.

4.2 Healthy Streets Check for Designers

4.2.1 To support practitioners in delivering the Healthy Streets Approach, the Healthy Streets Check for Designers tool scores how proposed designs for new schemes relate to the 10 Healthy Streets Indicators. It also provides a way to inform the public of proposed changes to a street and how the design is delivering improvements in line with the Healthy Streets Approach.

4.2.2 The Healthy Streets Check for Designers is used by TfL on projects where the strategic outcomes are to enhance conditions for walking, cycling and/or using public transport, through making a significant physical change to on-street infrastructure. LIP schemes should apply the Healthy Street Check for Designers on the same basis i.e. the tool should apply to permanent Healthy Streets projects where the main strategic outcomes are to enhance conditions for walking, cycling and/or using public transport through making a significant physical change to on-street infrastructure.



4.2.3 In their three-year plan, boroughs should identify which schemes they will be undertaking a Healthy Streets Check for Designers on via the table provided.

4.2.4 The Check should be used throughout the design process and involves collecting data on the existing conditions, with further reviews on the preferred design and the post-consultation design. Boroughs are encouraged to share scores and designs early and throughout the design process to ensure efficiency and promote an ongoing design dialogue.

4.2.5 Prior to the submission of the VOWD, a borough will be asked to declare which of the schemes they are claiming funding for has had the Check completed and what the existing and proposed layout scores were. TfL may choose to audit completed checks and work with the borough to enhance a scheme where an uplift score is considered to be low. Where a scheme is shown to not be delivering Healthy Streets benefits, and discussions with the borough do not lead to an enhanced uplift, TfL may put a hold on further claims on that Portal ID until the quality issues have been resolved. TfL has the right to withdraw and reallocate funding where no agreement can be reached on enhancing scheme quality or transferring funds to a scheme of greater benefit within a borough's programme.

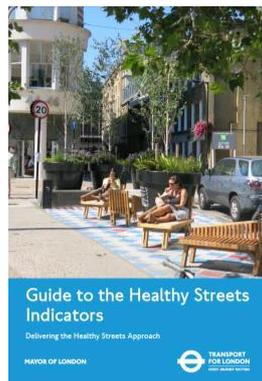
4.2.6 The Check is available as part of the Healthy Streets toolkit, which includes guidance on how to use the tool: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/healthy-streets>

4.2.7 TfL will be offering training to support boroughs to use the Cycle route quality criteria and Healthy Streets Check for Designers.

5 Appendix I- Action plans, toolkits and guidance



[Guidance for Borough Officers on Developing the Third Local Implementation Plan](#)



[Guide to the Healthy Streets Indicators](#)



[Vision Zero action plan](#)



[Walking action plan](#)



[Cycling action plan](#)



[Cycle parking implementation plan](#)



[TfL Freight and Servicing Plan](#)



[The Planning for Walking Toolkit](#)



[Small Change, Big Impact](#)



[London Passenger Pier Strategy](#)



[Cycle route quality criteria](#)

[Borough monitoring guidance for Healthy Streets schemes](#)

[Guidance for delivery of experimental Healthy Streets schemes](#)

[Guidance Note for Local Zero Emission Zones](#)



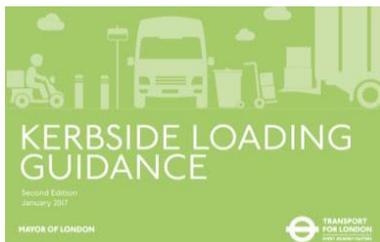
[London Cycling Design Standards](#)



[Streetscape Guidance \(2019\)](#)



[Accessible Bus Stop Design Guidance](#)



[Kerbside Loading Guidance](#)



[Urban Motorcycle Design Handbook](#)



[SuDS in London- a guide](#)

Please note- a revised version of this guidance is planned to be released later this year, but please still continue to refer to this version until then.