

TRANSPORT FOR LONDON

STRATEGIC PLANNING ADVISORY PANEL

TUESDAY 11 DECEMBER 2007 AT 10.00AM

BOARDROOM, 14TH FLOOR, WINDSOR HOUSE, LONDON



AGENDA

Item	Sponsor
1. Apologies for Absence and Declarations of Interest	-
2. Minutes of the Meeting held on 14 May 2007	-
3. Matters Arising and Actions List	-
4. Changes in the Planning Directorate (Oral)	Michèle Dix
5. Legible London	Ben Plowden
6. DfT Strategy Document – Towards a Sustainable Transport System	Michèle Dix
7. TfL Objectives Framework	Michèle Dix
8. Mayor's Transport Strategy Update	Michèle Dix
9. Any Other Business	-

Date of next meeting: Wednesday 2 April 2008 at 10.00 am

TRANSPORT FOR LONDON

Minutes of the Strategic Planning Advisory Panel Boardroom, 14th Floor, Windsor House, Victoria Street, London 2.00pm, Monday 14 May 2007

Panel members

Peter Hendy	Commissioner, Chair
Dave Wetzal	Board member, Vice Chair
Honor Chapman	Board member
Stephen Glaister	Board member
Rana Roy	Board member

Board members and Board Advisers in attendance

Peter Anderson	Board Adviser
Shiria Khatun	Board Adviser
Lynn Sloman	Board Adviser
Tony West	Board member

Staff

Steve Allen	Director of Corporate Finance
Barry Broe	Director of Group Transport Planning & Policy
Ian Brown	MD, London Rail
Ellen Howard	Director of Corporate Governance
Ben Plowden	Programme Director, Travel Demand Management
Sam Richards	Commissioner's Chief of Staff
Elaine Seagriff	Head of Policy & Strategy

Secretariat: Suzanne Charlton	TfL Secretariat
Virginie Grand-Port	TfL Secretariat

10/05/07 Apologies for Absence and Declaration of Interests **Actions**

Apologies for absence were received from Sir Mike Hodgkinson and Eva Lindholm.

No interests were declared.

11/05/07 Minutes of the Meeting Held on 16 January 2007

The minutes of the meeting held on 16 January 2007 were approved and signed by the Chair as a correct record.

12/05/07 Matters Arising

It was noted that the Mayor's Transport Strategy would be discussed later in the meeting.

13/05/07 SPAP Work Plan 2007

It was noted that an invitation to attend SPAP had been extended to all Board Members and Advisers.

The Content of the SPAP Work Plan was discussed. It was agreed that Crossrail and Fares and Ticketing Strategy should be moved forward to the December 2007 meeting agenda.

Steve Allen said that there would be an update on Crossrail at the Joint Panel Meeting on 3 October 2007.

Panel Members suggested that items on Workforce Skills Planning and Climate Change should be included in the Work Plan. It was noted that Climate Change was reported to SHEC although the focus of the two groups was different and it made sense for this Panel to have an annual overview of the implementation of the Climate Change Action Plan.

**Ellen
Howard**

14/05/07 Mayor's Transport Strategy

Peter Hendy said that the timetable for the revision of the Mayor's Transport Strategy had been extended since the delegation and direction from the Mayor to allow for greater consideration of important issues such as the Climate Change Action Plan, the delay in the Government's announcement of the public expenditure allocation to the autumn and the adoption of further alterations to the London Plan.

Barry Broe introduced the report and presentation and advised that 86 per cent of the policies in the first Mayor's Transport Strategy had either been completed or substantial progress had been made. Only 2 per cent had been superceded.

Panel Members requested that information by mode be presented showing the percentage of change in passenger kilometres and vehicle kilometres since TfL was formed.

Michèle Dix

The Panel also requested the circulation of information showing the sub-regional boundaries.

Michèle Dix

A presentation entitled "The next stage of T2025 – moving towards the revision of the Mayor's Transport Strategy" was tabled at the meeting.

Peter Hendy said that it was essential to influence future revisions of the London Plan so that locations for new residential developments to house the projected population growth matched transport capacity and accessibility. He also explained that the time horizon of the revised Mayor's Transport Strategy should tie in with the London Plan and projected population and employment growth.

Panel Members stressed the importance to Transport for London of influence over land use planning. Peter Hendy commented that TfL needed to advise those making planning decisions of the most practicable method of ensuring transport accessibility to particular developments.

He noted that Government had accepted TfL's capacity assumptions contained in T2025. However, what had not been agreed with Government was what was required to address this challenge. The biggest challenge for TfL was obtaining funding for projects essential for delivering the additional capacity such as Crossrail.

Panel Members discussed the importance of maximising the use of the capacity on Rail. Peter Hendy said that the proposals for London Overground were driven by the need to make best use of this capacity.

Panel Members noted the importance of Crossrail in providing much needed capacity for East-West journeys and the benefits for the City and Canary Wharf.

The Panel discussed the Road Network Management programme and TfL's further work on walking and cycling. Panel Members suggested that the availability of cycle hire should be expanded. It was noted that the needs of inner and outer London were to be examined in detail.

Fares and ticketing were discussed in relation to the long term transport strategy. It was noted that the plan was to double the existing number of outlets which sold Oyster. The current Oyster contract with Prestige was discussed. It was noted that this contract currently ran to 2017 but that there was a break clause exercisable in 2008.

Panel Members stressed the importance in having an accurate understanding of freight patterns within London. This was particularly the case in relation to Light Goods Vehicles a subject on which little was known as data collection was difficult.

It was noted that TfL's modelling capability was being developed and that good progress was been made. This was being overseen by a cross-modal Modelling Co-ordination Group.

Peter Hendy said that progress on the revision of the Mayor's Transport Strategy would be reported to the Panel at future meetings.

Michèle Dix

15/05/07 Travel Demand Management – Emerging Priorities

Ben Plowden introduced the report. It was noted that Travel Demand Management (TDM) was generally understood as the use of marketing, information and other “soft” techniques to encourage and enable people to change their travel behaviour.

He said that both the size of the TDM team, and its budget had been increased due to a clear view from the TfL Board that TfL should give a higher priority to TDM activities. It was noted that these changes would enable TfL to build on its existing experience and expertise in TDM delivery and take a national, European and potentially global lead on travel behaviour change.

It was noted that TfL’s current TDM programme was divided into 6 separate workstreams, being:

- School travel planning
- Workplace travel planning
- Personalised travel planning
- Travel awareness
- Sutton Town Centre Pilot
- Car clubs

Ben Plowden said that despite the significant growth in the team’s activities during the period 2006/07, the main programmes had been delivered on time and to budget. TDM plans included ensuring that the work streams were linked not only to each other but to other work being done by Transport for London.

Travel awareness funding was to be reviewed as well as TfL’s group marketing in relation to TDM. Understanding consumer behaviour was to be investigated, particularly in relation to encouraging energy saving. Interesting work was also being done in relation to segmenting motorists and target marketing.

Panel Members noted that monitoring the effectiveness of programmes would be critical and that the auditing of TDM information should be conducted both internally and externally. It was agreed that rigorous tests on information gathered on travel behaviour would be needed to ensure that it was robust.

**Ben
Plowden**

16/05/07 Olympics Update

Stephen Critchley introduced the paper which updated the Panel on progress made since the last briefing on 16 January 2007, highlighting achievements and issues going forward.

The issue of step-free access was discussed, particularly in relation to a number of key stations.

A separate briefing will be given to Dave Wetzel on the Olympic bus garage issue.

**David
Brown**

Stephen Critchley advised that the Board received, as part of operational performance reporting, an account of the monthly progress reports being submitted to the Olympic Delivery Authority (ODA).

It was noted that there were a number of other events which would coincide with the Olympics, namely the Queen's Diamond Jubilee and the Notting Hill Carnival which would also need to be taken into account in planning.

It was noted that TfL was working hard to understand what will be required and to ensure that its operational arrangements are in place in good time. It was further noted that TfL is assisting the ODA and The London Organising Committee of the Olympic Games (LOCOG) with the formulation of their plans and establishment of their own people and operational arrangements.

17/05/07 Any Other Business

There being no further business the meeting closed.

Signed: _____ (Chair)

Date: _____

Date of Next Meeting: 11 December 2007 at 10.00 am.

**TRANSPORT FOR LONDON
STRATEGIC PLANNING ADVISORY PANEL**

11 DECEMBER 2007

ACTIONS LIST

Actions from the Last Meeting

Minute No.	Description	Action By	Target Date	Status/note
13/05/07	<u>SPAP Work Plan 2007</u> SPAP to receive an annual overview of the implementation of the Climate Change Action Plan.	Ellen Howard	November 2008 Meeting	
14/05/07	<u>Mayor's Transport Strategy (MTS)</u> Information by mode to be presented showing the percentage of change in passenger kilometres and vehicle kilometres since TfL was formed.	Michèle Dix	-	Noted.
14/05/07	<u>Mayor's Transport Strategy (MTS)</u> Information to be circulated showing the sub-regional boundaries.	Michèle Dix	-	Circulated in advance of meeting.
14/05/07	<u>Mayor's Transport Strategy (MTS)</u> Progress on the revision of the MTS to be reported to SPAP at future meetings.		-	On agenda.

Actions from Previous Meetings

Minute No.	Description	Action By	Target Date	Status/note
04/01/07	<u>Marketing and Ticketing Strategies</u> A Marketing and a Ticketing Strategy would be included in the SPAP Work Plan for discussion at a future meeting.	Steve Allen	November 2008	

TRANSPORT FOR LONDON

STRATEGIC PLANNING ADVISORY PANEL

SUBJECT: LEGIBLE LONDON

MEETING DATE: 11 DECEMBER 2007

1. Purpose

- 1.1 The purpose of this paper is to update Members of the Panel on progress in developing the Legible London pedestrian wayfinding project as part of fulfilment of the Mayor's wider commitment to making London one of the world's most walking friendly cities by 2015.

2. Background

- 2.1 The Walking Plan for London sets out the actions needed to meet the commitment in the Mayor's Transport Strategy to make London one of the world's most walking friendly cities by 2015. The Transport 2025 analysis, the Mayor's commitment to reducing London's carbon footprint and growing concern about the public health impacts of rising obesity have all added to the case for making walking in London easier, safer and more convenient. TfL investment on both infrastructure and marketing to support walking has increased in recent years. This has applied both directly on the TLRN and via borough LIP funding.
- 2.2 Making London more walking friendly requires activity on a number of fronts. This includes supporting patterns of development that encourage short trips; improving the quality, safety and accessibility of London's streets and public spaces; continuing to reduce road casualties; and supporting active travel through workplace and school travel plans.
- 2.3 A critical element of promoting walking is improving the quality and consistency of information available to people travelling on foot, either for walk-only trips or for combined public transport/walking trips. Market research¹ suggests that over half (54 per cent) of Londoners would walk more if they had better local information. At present, however, the information available to pedestrians is deficient in two respects. Firstly, there is a proliferation of mapping and signing systems produced by different agencies to different standards for different reasons. Secondly, there are large gaps in these systems, often leaving pedestrians uncertain as to where they are or how to get to their destination. Consequently, research shows that 26 per cent of Londoners cite concern

¹ Attitudes to Walking, Synovate for TfL, June 2007

about getting lost as a barrier to walking and 25 per cent of people use the Underground map for planning walking trips despite its non-geographic basis².

3. Legible London Project Development

- 3.1 In 2005, TfL funded the Central London Partnership (CLP) to commission a study from the Applied Information Group (AIG) on development of a pedestrian wayfinding strategy for central London. AIG's report was entitled *Legible London* and identified at least 32 different signing schemes in central London alone. They recommended a single system which would be reliable, consistent and authoritative. This system would include:
- Pre-planning tools (such as web based mapping and Journey Planner data);
 - On street waymarkers and area maps; and
 - Soft collateral (paper maps and commercial applications).
- 3.2 This report was endorsed in principle by all the CLP member boroughs.
- 3.3 A public exhibition of the Legible London concept was held at the New London Architecture (NLA) centre in central London from October 2006 to March 2007. This attracted a high level of public interest and comments made by visitors to the exhibition were fed into the further development of the Legible London design.
- 3.4 The recommendations in the AIG report were also taken forward by TfL through direct commissions to examine the potential for pan-London application of a pedestrian wayfinding strategy. Road Network Performance (RNP) in TfL commissioned three borough pilot projects to understand the application of a single system across varying levels of street complexity and built densities.
- 3.5 The first pilot in Richmond was jointly funded by the LDA in the light of its tourism potential. This work is now being incorporated by Richmond Borough Council into public consultation on town centre improvements. A second pilot in the South Bank area has been completed and recommends implementation of a single system with TfL as the co-ordinating authority but with flexibility in design of any street furniture elements. A third pilot, in Covent Garden, is under negotiation with Westminster and Camden Councils for implementation in 2008/09.
- 3.6 In addition to the three local pilots, in his response to the West End Commission (WEC) report, the Mayor asked TfL to work with Westminster City Council and the New West End Company (NWEC) to install a prototype wayfinding system in the West End before Christmas 2007.

² Attitudes to Walking, Synovate for TfL, June 2007

4. Legible London West End Prototype

- 4.1 On 27 November, TfL, Westminster City Council and the New West End Company launched the West End Legible London prototype in fulfilment of the Mayor's commitment. The prototype involved installation of 19 Legible London wayfinding signs in the streets around Bond Street Underground station. The vicinity maps in the Bond Street ticket hall and on surrounding bus shelters have also been replaced with temporary Legible London area maps.
- 4.2 The West End prototype will be subject to rigorous monitoring and evaluation over 12 weeks. This will include before/after installation surveys of people in the area, "mystery shopper" exercises and focus groups on the design of the maps and the look and feel of the signs. In addition, members of the public are being encouraged to feedback their views on the prototype either via a paper questionnaire or on-line.

5. Next Steps

- 5.1 The development of the Legible London concept over the past two years has involved extensive contact and engagement with a range of stakeholders within TfL, the wider GLA family and amongst key groups in London. This has included:
- Discussions with TfL's information managers in Group Marketing, Group IM, LUL and London Buses about how to integrate Legible London with TfL's existing customer information systems;
 - Discussions with the LDA and Visit London about the potential benefits of Legible London for London's economy and tourism;
 - Discussions with members of the London Assembly and borough elected members;
 - Engagement with borough officers about technical design issues and issues around planning, highway design and funding opportunities for a wider roll-out;
 - Establishment of a Peer Review Group of leading players from the architecture, urban design and information design community to provide professional input and comment on the Legible London concept.
- 5.2 There is considerable interest in wider implementation of the Legible London programme. This includes discussions with:
- Westminster City Council and Camden Council about a wider roll-out in the West End, including as part of the Heart of London BID regeneration plan for Leicester Square and extension to Covent Garden/Bloomsbury;
 - South Bank Employers' Group (SBEG) around implementing Legible London in the SBEG area as part of their wider Waterloo Development Framework;
 - Inclusion of the Legible London project in the ODA's Olympic Transport Plan commitments for walking;

- LB Hackney commissioning AIG to examine signage for surface rail interchange. This is now in detailed feasibility;
- Planned development site feasibility studies for Victoria Interchange, Kings Cross and Parliament Square.

5.3. The key challenges going forward are to:

- Combine the design principles developed by AIG, results from evaluation of the West End prototype, existing feedback (e.g. from the NLA exhibition), public comments from the consultation and comments from the Peer Review Group to produce a set of design standards for further roll-out of Legible London programme;
- Identify opportunities for further implementation of Legible London based on these design standards (e.g. major developments, town centre regeneration projects, TfL interchange projects), including potential funding opportunities;
- Invite external partners to propose a number of Legible London pilots that would combine delivery of the system over larger areas with further evaluation of the system;
- Work with colleagues within TfL to integrate Legible London fully with other customer information systems (e.g. mapping, Journey Planner, use of mobile telephony etc);
- Further develop the Legible London business case and identify possible procurement/funding options; and
- Develop a detailed timescale for the roll-out of Legible London, both through the Phase II pilots and beyond.

5.4 Development of the prototype has thrown up some key issues that will need further clarification and resolution through the next phase of the project. These include identifying how to:

- Gather and maintain the London-wide digital geographical information needed to generate the Legible London maps;
- Strike the right balance between getting the Legible London system right and delivering it quickly (e.g. as part of the Olympic Transport Plan);
- Reconcile the need for consistency in system design across London with likely pressure for it to reflect the local character of different areas; and
- Ensure the system is “future proof”, both in terms of changes to London’s built environment and in terms of developments in information technology (e.g. hand-held GPS).

5.5 Development of the West End prototype was a joint project between the Travel Demand Management Team in TfL Corporate (with Ben Plowden as project sponsor) and the Cycling, Walking and Accessibility team in Streets/RNP under Nick Morris, Director RNP. Governance, management and resourcing of the next phase of the programme are currently under development.

6. Programme costs/funding

6.1 Development work on Legible London to date has been funded through TfL Streets Cycling, Walking and Accessibility (CWA) opex budgets in 2006/07 and 2007/08. Pilot projects have been funded from a number of sources, including joint funding with the LDA (Richmond), borough LIP funding (South Bank) and as part of the TfL/Westminster Oxford Street, Regent Street and Bond Street (ORB) project (West End).

6.2 The evaluation and review of the West End prototype will include more detailed analysis of the costs, funding opportunities and potential timescale for a wider roll-out of Legible London. There is likely to be significant potential for third party funding for delivery of Legible London. This could include s106 contributions and opportunities for local sponsorship of the infrastructure. Total capital costs for the project will be determined by a number of factors. These include the:

- Density of Legible London information required in different parts of London (e.g. likely to be higher in central London than outer London);
- Scale of any potential economies of scale in data collection, planning costs, design, manufacture and installation;
- Extent to which new/existing TfL infrastructure (e.g. station upgrades, bus shelters) can provide a “platform” for the Legible London information; and
- Potential use of digital information (e.g. via developments in GPS technology) in place of physical infrastructure.

6.3 On-going revenue expenditure will also be required to maintain the Legible London data and street furniture. Definition of the scale of these costs will be informed by the practical experience of managing the infrastructure in the West End prototype area. The results of the West End prototype evaluation will be used to take forward work on the Legible London business case.

6.4 Intellectual property rights for the design are held by TfL in perpetuity under a licence with the information design consultants AIG. This licence allows TfL and its nominees, such as the boroughs, unfettered use of the design and know-how of the system in any pan-London project.

7. Equalities implications

7.1 An Equality Impact Assessment has been prepared and consultation with a range of groups representing people with disabilities has been undertaken through the designers AIG. TfL Equalities and Inclusion Unit have been invited to audit the prototype.

7.2 People on lower incomes and households from key BAME groups are more likely to walk than those from higher income and non-BAME households. Younger people and older people are also disproportionately reliant on walking as a form of travel. Legible London will significantly improve the quality of the

information available to people travelling on foot and will therefore be of particular benefit to those disproportionately dependent on walking.

8. Crime and Disorder implications

- 8.1 The Walking Plan for London aims to increase walking for a variety of reasons amongst which are the inherent safety and security benefits of increasing ambient surveillance from more street activity or “eyes on the street”. By increasing the ease and convenience of walking, Legible London should help to contribute to achievement of this goal.
- 8.2 Detailed discussions on sign placement in regard to CCTV coverage/sight lines are underway with advice from borough officers. These are design issues which will be incorporated in any final scheme recommendations

9. Sustainability

- 9.1 Walking is the most sustainable form of transport. The Transport 2025 analysis makes clear that increasing the amount people walk in London is essential to delivery of the Mayor’s social, economic and environmental objectives. Walking produces no direct emissions and is (or should be) accessible to almost all. It also contributes directly to improved public health as part of wider active travel initiatives.

10. Recommendation

- 10.1 The Panel is asked to NOTE this report.

**TRANSPORT FOR LONDON
STRATEGIC PLANNING ADVISORY PANEL**

SUBJECT: DfT's 'TOWARDS A SUSTAINABLE TRANSPORT SYSTEM'

MEETING DATE: 11 DECEMBER 2007

1 Purpose

1.1 The DfT has recently published 'Towards a Sustainable Transport System'. The purpose of the DfT's document is to:

- Respond to the recent Eddington and Stern reports by proposing to set transport goals for CO₂ reduction and economic growth;
- Set out the DfT's policy and investment plans to 2013/14;
- Propose a new approach to the longer term strategy development process, based on Eddington's recommendations.

1.2 The purpose of this paper to the Panel is to:

- Brief the Panel on the recent DfT publication 'Towards a Sustainable Transport System' and to explain DfT's proposed stakeholder engagement programme.
- To receive the Panel Members' initial views regarding implications for TfL in advance of informal engagement with DfT.

2 Decision required

2.1 No decision is required.

3 Background

3.1 The DfT published the 'Towards a Sustainable Transport System' discussion document in October 2007, setting out the long-term strategy and process of engagement with stakeholders on setting transport goals for CO₂ reduction and economic growth.

3.2 Formal consultation will take place in summer 2008, resulting in a new Transport White Paper. However, this publication marks the start of the informal consultation process.

3.3 This paper should be considered alongside the DfT's separate formal consultation on renewing the New Approach to Appraisal which is to be completed by March 2008.

4 DfT 'Towards a Sustainable Transport System'

4.1 The paper establishes revised goals for the DfT. These are set out below:

1. Maximise competitiveness and productivity of the economy

The focus is to tackle reliability and to concentrate on the most unreliable, congested and crowded sections of the network and to improve predictability of end to end journey time through the Eddington policy mix of:

- a) Making best use of existing networks;
- b) Targeting new infrastructure investment to unlock pinch points offering highest returns; and
- c) Adapting the delivery chain to prioritise value for money, reform transport governance, powers and planning process.

2. Address climate change

Here the aim is to reduce CO₂ emissions through the following policy mix:

- a) Promoting carbon pricing;
- b) Develop low carbon technology; and
- c) Providing and promoting greener alternatives.

3. Protect people's safety, security and health

By tackling safety, crime and the terrorist threat to users and transport workers through the following policy mix:

- a) Address crime and terrorism concerns;
- b) Address negative impacts of transport on people's health; and
- c) Promote health benefits of walking and cycling.

4. Improve quality of life

Through following policy mix:

- a) Tackling transport's related noise, vibration, biodiversity and landscape impacts;
- b) Maximising transport's social benefits; and
- c) Improving comfort, convenience and quality of service.

5. Promote greater equality of opportunity

By ensuring effective access for all to jobs, services and social networks to:

- a) Improve life chances;
- b) Redress inequalities; and
- c) Prevent poor accessibility from reinforcing wider social exclusion.

TfL's initial view on the DfT's goals

4.2 TfL welcome an objective led approach to policy development and investment appraisal. This approach reflects the underlying approach used by TfL in its T2025 work. The objectives themselves can be mapped to T2025 objectives and also to the emerging TfL objectives framework, so TfL would broadly support these proposed DfT objectives. We note the emphasis on social and customer oriented objectives and again broadly support this development.

Overview of DfT's plans to 2014

- 4.3 Although many funding commitments have been developed with a modal focus, they reflect government's current priority to focus on the most congested and crowded routes, with an emphasis on public transport.
- 4.4 The Climate Change Bill will set a long-term framework for cutting CO₂ by 60% by 2050 and a new independent body – the Committee on Climate Change – will review whether CO₂ targets could be more ambitious.
- 4.5 The DfT will examine potential cost-effective emissions reduction pathways for different modes / types of journey, to be followed by proposals in due course. In addition, DfT is arguing for any increase in CO₂ from aviation over 2005 levels to be matched tonne for tonne by reductions elsewhere through an emissions trading scheme.

TfL's initial view

4.6 The Mayor's Climate Change Action Plan sets a target to reduce CO₂ emissions by 60% by 2025 based on 1990 levels (as opposed to the 60% by 2050 as stated in the Climate Change Bill). This goes further than the action proposed by the Government in this document.

DfT's Plans to 2014 - Urban, regional and local networks

- 4.7 DfT's future plans can be summarised as:
 - support for local measures to improve traffic flow, promote buses, cycling, walking, effective road maintenance and enhance local travel networks;
 - providing significant funding for packages combining demand management such as road pricing with public transport and development of low carbon transport;

- providing rail investment set out in White Paper including 1,300 carriages, Reading station redevelopment, Thameslink by 2015, and Crossrail by 2017;
- Central government will set the framework on pricing and technology, though local government has a clear role in encouraging mode shift and reducing need to travel. Government will support financially and through land use planning.

TfL's initial view:

- 4.8 TfL believes that a high quality public realm has an integral role to play in influencing travel behaviour, as well as positively contributing to a wide range of strategic objectives including, accessibility, perceptions of security and general quality of life. TfL will recommend to the DfT that the public realm should feature in the broad goals as set out in this document.
- 4.9 In addition, TfL recognises the potential of transport interventions to act as enablers of regeneration and growth and also looks to DfT to support the view that interchange facilities play a key role in the development of an integrated multimodal transport system.
- 4.10 The potential for modal shift on short trips has been recognised by TfL, so land use planning and travel demand management (TDM) have already been targeted toward achieving this. Reflecting quality of life within TfL's vision/objectives would allow the organisation to effectively balance the goal of efficient use of capacity against comfort and ambience.

DfT's Plans to 2014 - National networks

- 4.11 DfT's plans relating to national networks can be summarised as:
- Investment in rail to double the level of demand that can be accommodated, and creation of a strategic freight network.
 - Targeted increases in road capacity, including widening of the M25 starting in 2008.
 - National road pricing is "a decision for the future". Pilot schemes and research are still necessary before embarking on a large scale scheme due to significant risks and uncertainties (costs, technology, and road-users' reaction). Urban congestion charging is the government priority.
 - Reducing CO₂ and air pollutants: DfT will support research to improve energy efficiency and new fuels; press for levels to be reduced further; impose European emissions standards on vehicles entering the market; support technological innovation; extend use of biofuels (a reporting system will be used to ensure biofuels are sustainable).

TfL's initial view

- 4.12 TfL appreciates the focus on pilot schemes for urban congestion charging elsewhere in the UK (the central London scheme has been a success but

there is a need to demonstrate that it can work effectively elsewhere). However TfL would want the DfT to ensure that there is interoperability between urban schemes that may go ahead, particularly in the context of enabling a 'national scheme'.

- 4.13 We welcome the intention to impose emissions standards on vehicles as a condition for entering the market, as it will reinforce its stance on emissions reduction and reduce the need for regulation.
- 4.14 TfL would be interested to hear if central government had considered the introduction of targeted financial incentives for the large scale introduction of fuel efficient engine technology to reduce CO₂ emissions.
- 4.15 Finally, it is recognised that certain road schemes, such as the Thames Gateway Bridge, in specific locations to support economic growth in and around government identified strategic growth areas are justified.

DfT's Plans to 2014 - International networks

- 4.16 DfT's plans for international networks consider:
- The main challenge is growth in CO₂ emissions from business travel by air (vital to competitiveness) and leisure travel (important for quality of life). DfT is pressing for aviation's inclusion in EU Emissions Trading Scheme.
 - Airport capacity development will not be 'predict and provide' but there will be targeted growth in airport capacity in the South East. A consultation has now been launched on capacity expansion at Heathrow.
 - Major planned expansion of port capacity (all in the South East including London Gateway).
 - Establishment of an independent Infrastructure Planning Commission to improve the accountability and transparency of the planning system, as per Planning for a Sustainable Future White Paper.
 - Terrorism flagged as a security risk of particular concern to urban areas and the aviation industry – need to negotiate international standards applicable across all modes.

TfL's initial view:

- 4.17 With regards to the provision of airport capacity in the south east, TfL believes that a full assessment on the impact on quality of life must be made together with the comprehensive provision of sustainable surface access arrangements. The Mayor has made clear in recent press statements in response to the current formal consultation on Heathrow expansion that he opposes the development of a third runway.
- 4.18 TfL recognises the need for expanded port capacity. However, concerns exist at the prospect of increasing conflict between the demands of freight and passenger rail services on shared sections of track in London. Therefore, TfL would support the development of national rail freight routes that avoid the

need for rail freight not destined for London to pass through the London rail network.

- 4.19 TfL has previously expressed concern in its response (part of the GLA response) to the Planning White Paper consultation that the proposed development of National Policy Statements, and, in particular, the proposed independent Infrastructure Planning Commission, could cut across agreed strategic policies of London. The Capital already benefits from strategies on energy, waste, transport and water infrastructure which set the infrastructure requirements for London and are tested through Examinations in Public and reflected in the London Plan.
- 4.20 TfL therefore highlighted in its response to the White Paper the importance of maintaining strong regional decision making and avoiding a gradual enlargement of the categories covered by National Policy Statements which will fall to the independent Infrastructure Planning Commission for decisions. This is an area TfL will continue to monitor as the Planning Bill progresses in the coming months.

A new approach to strategic transport planning

- 4.21 The focus is on targeted investment until 2014, while recognising that there is substantial scope for additional expenditure in 2014-19 and thereafter.
- 4.22 A five-year planning process is proposed to be adopted (echoing the rail High Level Output Statement – HLOS - planning process). This will consist of the following:
- Key steps in new approach: 1. Develop clear goals 2. Identify challenges – ensure outcomes are measurable and identify local pressures (detailed geographical analysis) 3. Generate options 4. Select best value (in context of sustainability)
 - Develop transport solutions cross-modally and integrate with other decisions on sustainable economic development
 - “Benefits of joined-up planning at the city level have been clearly demonstrated by London”
- 4.23 In addition, the economic appraisal tool is being updated in order to choose the highest return projects by capturing their positive and negative impacts (weighted) versus the related spend. The aim is to demand best value firstly by considering options of pricing, regulation and better management of existing capacity, and then proceeding with targeted investment only if necessary. The Government intends to give ‘fresh impetus to looking at ways of bringing in private sector funding’.

TfL’s initial view

- There are investment requirements in London that would be worthy of funding in period 2014-19.
- Five year planning process will give additional confidence on longer term planning, help co-ordination of delivery and use of resources.

- The cross-modal approach follows T2025's assessment of economic, environmental and social challenges and identification of cross-modal policy solutions. This process should consider land use, demand management, operational enhancements as well as new capacity solutions.
- The DfT acknowledgement of London's success should also recognise the essential ingredients of strong accountable leadership, clear vision supported by stakeholders, sufficient legal powers and adequate and sustained levels of funding in addition to the joined-up planning process.
- TfL supports requirements for demonstration of best value investment: investment in London is particularly good value because of high agglomeration benefits and London's driving role in the UK economy as a whole.
- Private sector funding of transport investment is welcome, though TfL management control of investment is paramount.

The NATA Refresh consultation

4.24 In addition to the 'Towards a Sustainable Transport System' document DfT also launched a consultation on the review of the New Approach to Appraisal (NATA) transport appraisal guidance. The DfT's consultation on the NATA refresh closes at the end of March 2008. Proposed refinements will focus on:

- Integrating the mode-neutral perspective to all stages of analysis - including walking and cycling, better use of existing network, regulatory and non-infrastructure options; ensure assumptions are the same across modes
- Specific appraisal guidance to support innovation addressing climate change - 'getting the price right' for environmental impacts (what cost should be used in appraisals to internalise environmental impact)
- Specific appraisal guidance to support productivity challenges – including assessment of wider economic benefits, regeneration impacts of transport projects, crowding relief and reliability benefits; better identifying the impact of new housing on transport schemes

TfL's initial view on the NATA refresh proposals

4.25 TfL's views can be summarised as:

- We welcome the proposal to refresh the NATA appraisal guidelines
- Mode neutrality is welcomed – this is expected to improve the case for walking, cycling and urban realm schemes, which intuitively are key to meeting TfL objectives of encouraging sustainable growth, mode shift and reducing CO2 emissions
- TfL welcomes any further analytical support to appraise the full impacts of CO2 emissions in order to support implementation of CCAP and achievements of its target to reduce CO2 by 60% by 2025.

- TfL welcomes the inclusion of wider economic benefits in to the appraisal process. The appraisal of Crossrail has demonstrated the importance of valuing these wider benefits. This may strengthen the case for investing in the remaining capacity bottlenecks in London's transport system given the high value of London's contribution to the UK economy.

5 Equalities implications

- 5.1 To ensure consistency between DfT and TfL emerging approaches towards strategic equality issues.

6 Crime and disorder implications

- 6.1 The DfT document addresses the issue of terrorism and the need to develop an international approach to combating arising problems.

7 Sustainability

- 7.1 The purpose of the DfT document is to outline its approach in aligning the goals of sustainability (particularly in terms of carbon efficiency) and economic growth.

8 Recommendation

- 8.1 That the Panel notes the contents of the paper, including the DfT's proposed stakeholder engagement programme, and provides feedback and guidance for the approach to take in initial stages of informal engagement with the DfT.

TRANSPORT FOR LONDON

STRATEGIC PLANNING ADVISORY PANEL

SUBJECT: TfL OBJECTIVES FRAMEWORK

MEETING DATE: 11 DECEMBER 2007

1 Purpose

- 1.1 This paper updates the Panel on the development of TfL's goals and objectives framework and asks for the Panel's endorsement of the framework.
- 1.2 The paper also invites the Panel to note that further development is underway to derive a set of strategic measures related to the objectives.

2 Background

- 2.1 At the TfL Board Away Day on 19 September 2007, TfL's evolving goals and objectives were discussed, with a number of suggested revisions put forward. These have been reflected in a revised objectives framework, which has since gained agreement from across the modes and has been presented to TfL's senior managers.
- 2.2 The revised framework is presented here. The attached leaflet, provided for your information, sets out these goals and objectives in the context of the Mayor's vision and TfL's overall aim, presented at the recent senior managers forum.
- 2.3 The purpose of the framework is to provide the context for:
 - The revision of the Mayor's Transport Strategy and further policy development across TfL;
 - Business planning, ensuring schemes and proposals are assessed against a consistent set of objectives and measures; and
 - Performance monitoring across the organisation.

3 Content

- 3.1 The framework sets out the three overarching transport goals for London and the ten objectives for TfL.

Transport goals

3.2 The goals are to:

- Support economic development - By effectively investing in and managing the operation of the transport system to provide the best possible services every day and support London's economic growth.
- Tackle climate change and enhance the environment - By reducing carbon dioxide (CO₂) emissions, improving air quality, reducing noise and enhancing the urban environment.
- Improve social inclusion - By improving the ability for all to access London's opportunities and services.

Objectives

3.3 To achieve these goals, TfL is prioritising its efforts to meet the following objectives:

- Improve door-to-door journey times and reliability across our transport system.
- Ensure that the movement of freight and services within London is efficient and reliable.
- Reduce CO₂ emissions from ground transport and improve the energy efficiency of operations.
- Influence a shift towards more sustainable modes of transport.
- Improve the local environment in and around our transport system and enhance the urban realm.
- Support sustainable growth and regeneration.
- Provide accessible, affordable and inclusive links between communities and the employment, education and other opportunities London offers.
- Operate a safe and secure transport system.
- Engage people in the effective use of our system, with high standards of customer care and information.
- Deliver value for money.

3.4 The delivery of these objectives are supported by a set of organisational objectives which outline the areas of focus and ways in which we should work to ensure TfL as an organisation can deliver these challenges.

4 Next Steps

4.1 The next layer of the framework involves the development of a set of strategic measures relating to each objective. It is important that these are 'outcome based' as opposed to 'output based'. Discussions have started in order to develop an agreed set of measures that will not only enable the impact of policies and the strategy to be predicted, but will also be used to monitor the performance of policies and the strategy post implementation. For example:

- for the objective 'reduce CO₂ emissions from ground transport and improve the energy efficiency of operations' the proposed measure would be CO₂ emissions disaggregated by mode, including freight, not a proxy.
- for 'influence a shift towards more sustainable modes of transport' the proposed measures would be the measurement of public transport, walk and cycle, mode shares, as well including customer satisfaction with respect to these modes.

4.2 The development of these strategic measures will be taken forward in the coming months in discussion and agreement with the modes.

5 Equalities implications

5.1 An overarching TfL goal is to 'Improve social inclusion' and is specifically addressed in the objective 'Provide accessible, affordable and inclusive links between communities and the employment, education and other opportunities London offers'.

6 Crime and disorder implications

6.1 Tackling crime and disorder is central to the objective to 'Operate a safe and secure transport network' and is a key element of the objective to 'Improve the local environment in and around our transport system and enhance the urban realm'.

7 Sustainability

7.1 Sustainability is key to the objectives to 'Influence a shift towards more sustainable modes of transport' and 'Support sustainable growth and regeneration'.

8 Recommendation

8.1 The Panel is asked to endorse the goals and objectives framework and note further development is underway to derive a robust set of strategic measures.

Transport for London

> Moving
London
forward

Senior Managers Forum
5 December 2007



> Moving **London** forward

Mayor's transport vision

The Mayor's vision for transport is a system which enables London's growth by delivering the safe, reliable and efficient movement of people and goods in and around the Capital.

This is central to enhancing London's economy, environment and social inclusion and supporting the Capital's position as a world city.

TfL is key to delivering this vision.

TfL's aim - moving London forward

As one of the world's leading transport authorities, our aim is to provide the most integrated, efficient, accessible, reliable and safe journeys possible, supporting London's economic development, environment and our local communities.

Why TfL matters

More than 27 million journeys are made across London every day, from local walks to deliveries and cycle trips to the daily commute. This means that TfL, by supporting the people who live, work and travel in the Capital, has a pivotal role in sustaining London's success.

Our record of successful delivery has been recognised by Government over the past seven years. The funding we have secured will see billions of pounds spent on modernising and expanding the Capital's transport over the next 10 years to meet today's demands and support London's future growth.

Our greatest strength comes from the combined focus of our professional and dedicated staff working together in one integrated transport authority to ensure people and goods can move around London quickly and safely, from the moment a journey starts to the moment it ends.

London's transport goals

All of our activities are directed towards achieving three overarching goals:

Support economic development

By effectively investing in and managing the operation of the transport system to provide the best possible services every day and support London's economic growth.

Tackle climate change and enhance the environment

By reducing carbon dioxide (CO₂) emissions, improving air quality, reducing noise and enhancing the urban environment.

Improve social inclusion

By improving the ability for all to access London's opportunities and services.

To achieve these goals, TfL is prioritising its efforts to meet the following objectives:

- > Improve door-to-door journey times and reliability across our transport system
- > Engage people in the effective use of our system, with high standards of customer care and information
- > Reduce CO₂ emissions from ground transport and improve the energy efficiency of operations
- > Operate a safe and secure transport system
- > Deliver value for money
- > Influence a shift towards more sustainable modes of transport
- > Support sustainable growth and regeneration
- > Provide accessible, affordable and inclusive links between communities and the employment, education and other opportunities London offers
- > Improve the local environment in and around our transport system and enhance the urban realm
- > Ensure that the movement of freight and services within London is efficient and reliable

> Moving **London** forward

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