



LONDON BOROUGH OF HAVERING

LOCAL IMPLEMENTATION PLAN

DRAFT FINAL

December 2011

Contents

Executive Summary	6
1. Introduction	10
1.1. Overview	10
1.2. How has Havering’s LIP been developed	15
1.3. Structure of Havering’s LIP	16
2. Borough transport objectives	17
2.1. Introduction	17
2.2. About Havering	17
2.3. Havering’s Transport Geography	23
2.4. Policy Influences	34
2.5. Local Problems, Challenges, and Opportunities	41
2.6. Borough Transport Objectives	73
3. Delivery Plan.....	77
3.1. Introduction	77
3.2. Potential Funding Sources	77
3.3. Delivery Interventions	8181
3.4. Programme of Investment.....	98
3.5. Risk Management	106
4. Performance Monitoring Plan	111
4.1. Introduction	111
4.2. Target setting	111

LIST OF FIGURES

LIST OF TABLES

APPENDIX A

APPENDIX B

APPENDIX C

APPENDIX D

APPENDIX E

APPENDIX F

APPENDIX G

GLOSSARY

mw consulting

LIST OF FIGURES

- Figure 1.1 Mayor's Transport Strategy, Proposed Outcomes
- Figure 2.1 Havering's Places
- Figure 2.2 Havering's Sub-regional Network
- Figure 2.3 Crossrail Route
- Figure 2.4 Havering's Local Network
- Figure 2.5 Freight Links
- Figure 2.6 Summary of Policy Influences
- Figure 2.7 PTAL for London Borough of Havering
- Figure 2.8 Congestion 'Hotspots'
- Figure 2.9 Principal Roads in Need of Maintenance in 2009/10
- Figure 2.10 Map of Predicted Annual Average Nitrogen Dioxide Concentration, 2006
- Figure 2.11 Bus and Rail Overall Crime and Antisocial Behaviour
- Figure 2.12 Accident History and Trajectory
- Figure 2.13 Access to Opportunity and Services
- Figure 2.14 Index of Multiple Deprivation, 2007
- Figure 2.15 Mode Split of Road Transport emissions, 2006
- Figure 2.16 Areas at Risk from Flooding in London
- Figure 3.1 London Riverside Opportunity Area
- Figure 3.2 School Travel Plans
- Figure 3.3 Applying 'Better Streets' Principles in Romford
- Figure 3.4 Outcomes from Accident Remedial Schemes (Casualty Reduction Programme)
- Figure 3.5 Ingrebourne Valley Sustrans Connect 2 Project
- Figure 3.6 Prioritisation Process for Developing, Implementing and Evaluating Scheme Programmes
- Figure 3.7 Hornchurch Town Centre Major Scheme Proposal
- Figure 3.8 Romford Town Centre Major Scheme Proposal
- Figure 3.9 Harold Hill 'Ambitions' Major Scheme Proposal
- Figure 3.10 Rainham 'Compass' Major Scheme Proposal
- Figure 4.1 Reduce Excess Wait Time
- Figure 4.2 Reduce % of Principal Road Length in Need of Repair
- Figure 4.3a Havering All KSI Reduction
- Figure 4.3b Havering All Casualties Reduction

- Figure 4.4 Increase % of Walking and Cycling
- Figure 4.5 Reduce the Amount of CO2 Emissions
- Figure 4.6 Havering All Child Casualties Reduction
- Figure 4.7 Proforma B –Locally Specific Targets for Mandatory Indicators
- Figure 4.8 Indicative Four Phased Approach to Performance Monitoring
- Figure F.1 Relationship between Delivery Actions (Interventions) and Havering LIP Objectives, and the role of targets in monitoring change

LIST OF TABLES

- Table 2.1 Havering’s Existing Transport Geography
- Table 2.2 Borough Transport Objectives
- Table 3.1 Potential Funding for LIP Delivery (£,000s)
- Table 3.2 Programme of Investment
- Table 3.3 Programme Risks and Mitigation Measures

EXECUTIVE SUMMARY

Havering's second **Local Implementation Plan** (LIP) is a statutory document prepared under the Greater London Authority Act 1999 to show how Havering will implement the Mayor's Transport Strategy.

The LIP shows how Havering will work towards achieving the goals in the Mayor's Transport Strategy and also responds to his London Plan (2011). Finally, it recognises the Mayor's Sub-regional Transport Plan for East London and other topic - specific Mayoral strategies.

It will underpin the annual spending submissions Havering submits to Transport for London to enable the delivery of its transport programmes and projects. It includes, within its overall 20 year timeframe, a Delivery Plan of actions for an initial period 2011/12 to 2013/14.

Preparing the LIP has also enabled Havering to reflect its own 'Vision' as expressed in the 'Living Ambition' agenda (as revised Autumn 2011) and as reflected in the Corporate Plan 2011-2014.

The LIP takes account of planning and regeneration strategies such as Havering's Local Development Framework, its Regeneration Strategy and several topic specific strategies. It also reflects the work Havering is progressing through its strategies for the regeneration priority areas such as the Romford Urban Strategy, Harold Hill 'Ambitions', the Hornchurch Urban Strategy and Rainham 'Compass'.

The LIP is an important opportunity to show the significance of transport to these and the contribution it can make towards the place-making objectives of the Council and its partners.

It is underpinned by a Strategic Environmental Assessment and, throughout the preparation of the LIP, Havering has ensured that it will have positive impacts for all in the community.

The LIP has eleven objectives focussed on such issues as maintenance, smoothing traffic flows, better connectivity to and between Havering's regeneration areas, improving accessibility, public realm improvements, casualty reduction measures, tackling climate change and making travel safer.

The Delivery Plan in the LIP shows how Havering will achieve these objectives for an initial 3 year period. This programme reflects the £7.2m LIP funding that has been indicated as available to Havering for the period 2011/12 to 2013/14. It includes:

- Havering's roads continuing to be maintained to a high standard;

- Priority town centres benefitting from public realm improvements;
- Tackling congestion on important routes to smooth traffic flows;
- Improvements at transport interchanges such as Romford and Rainham railway stations to make it easier for passengers to transfer between different transport modes and to recognise the opportunities afforded by Crossrail;
- Casualty reduction and community safety package measures to make accident 'hotspots' safer and make people more comfortable about travelling at night or alone;
- measures to make walking and cycling more attractive as well as specific projects like the Rainham 'Wildspace' and Ingrebourne Valley Sustrans Connect 2 project;
- Opportunities to increase cycling through such initiatives as links to the Cycle Superhighway from Tower Gateway to Barking, cycle hire facilities and Havering being one of the Mayor's thirteen 'Biking Boroughs';
- Improvements to the connectivity of bus routes particularly to Rainham and Havering's less built-up areas as well as measures to make it easier for passengers to get on/off buses;
- Climate change measures including delivery of the Council's approved package of measures including street lighting, alternative fuel vehicles and air quality improvements; and
- Supporting measures such as 'smarter' initiatives like school travel plans, travel awareness and training.

The LIP also brings forward several major proposals under TfL's 'Major Schemes' category which will be the subject of separate funding bids to TfL. These are larger and more extensive projects to meet the Mayor's principles of 'Better Streets'.

The Major Schemes include proposals for Romford, Hornchurch, Harold Hill and Rainham. They reflect, and will help deliver, the current Council regeneration initiatives taking place in these areas. They build on other work that the Council has already undertaken in some of these locations.

Funding from TfL will be the key source of funding for the programmes and projects in the LIP.

Havering is committed to fully identifying additional, and alternative, resources to assist in the delivery of its regeneration programmes and projects including this LIP.

Nevertheless, Havering recognises that the LIP will be delivered in challenging economic times and cannot at this stage offer any certainty about the availability of alternative funding possibilities to supplement those funds from TfL provided by the annual LIP mechanism or through Major Schemes.

Havering is clear that being able to make progress in delivering its LIP programme will be dependent on its annual LIP funding allocation being maintained or funds being secured from elsewhere as no Council funding will be available to address any shortfalls.

In the event that there are further reductions to LIP funding, or continued difficulties in securing alternative and additional funding, then the programme will need to be reviewed.

Havering has supported the manner in which the LIP funding regime has evolved and matured in recent years with more flexibility afforded to boroughs on how they address the Mayor's goals and more flexibility on how they use their LIP funding.

At a time of limited resources and competing priorities, it is important that resources allocated to transport are used effectively and efficiently to ensure that there is the most beneficial outcome for the community.

Havering will take account of these issues and ensure that local priorities are given full consideration when it is deciding how best to deliver the schemes and projects in this LIP.

1. INTRODUCTION

1.1. Overview

Havering's second Local Implementation Plan (LIP) is a statutory document, prepared under Section 145 of the Greater London Authority Act 1999, to show how Havering proposes to implement the Mayor's Transport Strategy (MTS).

Havering's first LIP covered the period 2005/6 to 2010/11. This replacement LIP covers the same period as the MTS (up to 20 years) and includes delivery proposals for an initial three year period 2011/12 to 2013/14.

This LIP identifies how Havering will work towards achieving the MTS goals of:

- Supporting economic development and population growth;
- Enhancing the quality of life for all Londoners;
- Improving the safety and security of all Londoners;
- Improving transport opportunities for all Londoners; and
- Reducing transport's contribution to climate change and improving its resilience.

The MTS (in its Figure 3) also identifies a sixth goal related to the 2012 London Olympic and Paralympic Games (Figure 1.1). The Mayor's LIP Guidance (2010) says that boroughs are only required to address this if they consider that it is relevant to their borough. Although Havering supports the Games and is committed to ensuring that there is a positive legacy from them, it does not consider that this LIP needs to specifically address this goal for Havering in transport terms.

LIP also responds to key Mayoral strategies such as the London Plan (2011) which sets out the overarching strategic land use planning policy priorities and policies for London (including Havering). It also takes account of the Mayor's Sub-regional Transport Plan – East London (2010) work and other topic-specific Mayoral strategies.

As required by the Mayor, this LIP sets out Havering's long term strategic goals and transport objectives, an initial three year programme of investment linked to LIP funding, and the targets and outcomes that Havering is seeking to achieve.

The outcomes sought from the MTS in relation to each of the goals and challenges are set out in our LIP in Figure 1.1.

In addition to the goals and challenges set out in Figure 1.1, the Mayor requires specific 'measurable' outputs to be achieved. These are detailed in Figure 2.6 Summary of Policy Influences later in this document.

Importantly, the preparation of the Havering LIP has also enabled us to reflect Havering's own strategies such as the long term 'Vision' as expressed in its 'Living Ambition' agenda set out in the Council's Corporate Plan 2011-2014 (in Appendix A) and, before that, in its Sustainable Community Strategy (2008-2013) (SCS).

In preparing this LIP, we have also taken account of our key statutory and non-statutory planning and regeneration strategies such as the Local Development Framework (2008/09) and our Regeneration Strategy for Havering 2007-2010. Our LIP provides the opportunity to show the significance of transport to these and the contribution it can make towards the place-making objectives of the Council and its partners.

LIP also reflects the work that Havering is progressing currently through our strategies for the regeneration priority areas of the borough such as the Romford Urban Strategy, Harold Hill 'Ambitions', the Hornchurch Urban Strategy and Rainham 'Compass'. Securing the full delivery of these will require improvements in transport infrastructure and facilities and our LIP is an opportunity to re-affirm the importance of this and the need for the Council and its partners to work together to deliver these.

The preparation of LIP has also had regard to other relevant Havering policies and strategies such as the Council's Network Management Strategy (NMS), its Climate Change Strategy, the Draft Air Quality Action Plan, the Community Safety Strategy, and the Highway Asset Management Plan (HAMP).

Havering has implemented an ambitious Local Implementation Plan based programme of projects and schemes since its initial LIP was adopted in 2007. This LIP also seeks to build on this and includes measures and projects that will complement this earlier work.

Throughout the document there are references to Transport for London (TfL) and it is envisaged that TfL will be the Council's principal partner in fulfilling the commitments in this LIP. The document recognises though that for many projects and programmes there will be other stakeholders as well as the Council and TfL. These will include public transport operators, infrastructure providers, other public sector agencies, the business community as well as residents in Havering. The Council recognises fully their roles in this work and is committed to working closely with them to ensure the efficient and effective delivery of this LIP.

Havering is fully committed to the programmes and projects that it has included in this LIP particularly where these will contribute significantly to the achievement of its wider regeneration and planning objectives and its place-making role.

Overall, Havering believes that this LIP is a realistic programme which is valuable and achievable and one that will benefit the borough as well as further afield.

The programme is underpinned by, and takes account of the £7.2m LIP Funding that has been indicated as available to Havering for the period to 2013/14 (as amended in the light of the Comprehensive Spending Review 2010). Our LIP allocation is the key source of funding for the programmes and projects included in it.

Havering is committed to fully identifying additional, and alternative, resources to assist in the delivery of its regeneration programmes and projects including this LIP. As with previous years, every opportunity will be pursued with TfL to supplement the annual LIP allocation with further ‘in – year’ allocations.

Nevertheless, Havering recognises that the LIP will be delivered in challenging economic times and cannot at this stage offer any certainty about the availability of alternative funding possibilities to supplement those funds from TfL provided by the annual LIP mechanism.

Havering is clear that being able to make progress in delivering its LIP programme will be dependent on its annual LIP funding allocation being maintained or funds being secured from elsewhere as no Council funding will be available to address any shortfalls.

In the event that there are further reductions to LIP funding, or continued difficulties in securing alternative and additional funding then the programme will need to be reviewed.

Havering has supported the manner in which the LIP funding regime has evolved and matured in recent years with more flexibility afforded to boroughs on how they address the Mayor’s goals and more flexibility on how they use their LIP funding.

At a time of limited resources and competing priorities, it is important that resources allocated to transport are used effectively and efficiently to ensure that there is the most beneficial outcome for the community. Havering will take account of these issues and ensure that local

priorities are given full consideration when it is deciding how best to deliver the schemes and projects in this LIP.

Figure 1.1 – Mayor’s Transport Strategy, Proposed Outcomes

Goals	Challenges	Outcomes
Support economic development and population growth	Supporting sustainable population and employment growth	<ul style="list-style-type: none"> • Balancing capacity and demand for travel through increasing public transport capacity and/or reducing the need to travel
	Improving transport connectivity	<ul style="list-style-type: none"> • Improving people’s access to jobs • Improving access to commercial markets for freight movements and business travel, supporting the needs of business to grow
	Delivering an efficient and effective transport system for people and goods	<ul style="list-style-type: none"> • Smoothing traffic flow (managing delay, improving journey time reliability and resilience) • Improving public transport reliability • Reducing operating costs • Bringing and maintaining all assets to a state of good repair • Enhancing the use of the Thames for people and goods
Enhance the quality of life for all Londoners	Improving journey experience	<ul style="list-style-type: none"> • Improving public transport customer satisfaction • Improving road user satisfaction (drivers, pedestrians, cyclists) • Reducing public transport crowding
	Enhancing the built and natural environment	<ul style="list-style-type: none"> • Enhancing streetscapes, improving the perception of the urban realm and developing ‘better streets’ initiatives • Protecting and enhancing the natural environment
	Improving air quality	<ul style="list-style-type: none"> • Reducing air pollutant emissions from ground-based transport, contributing to EU air quality targets
	Improving noise impacts	<ul style="list-style-type: none"> • Improving perceptions and reducing impacts of noise
	Improving health impacts	<ul style="list-style-type: none"> • Facilitating an increase in walking and cycling
Improve the safety and security of all Londoners	Reducing crime, fear of crime and antisocial behaviour	<ul style="list-style-type: none"> • Reducing crime rates (and improving perceptions of personal safety and security)
	Improving road safety	<ul style="list-style-type: none"> • Reducing the numbers of road traffic casualties
	Improving public transport safety	<ul style="list-style-type: none"> • Reducing casualties on public transport networks
Improve transport opportunities for all Londoners	Improving accessibility	<ul style="list-style-type: none"> • Improving the physical accessibility of the transport system • Improving access to services
	Supporting regeneration and tackling deprivation	<ul style="list-style-type: none"> • Supporting wider regeneration
Reduce transport’s contribution to climate change, and improve its resilience	Reducing CO2 emissions	<ul style="list-style-type: none"> • Reducing CO2 emissions from ground-based transport, contributing to a London-wide 60 per cent reduction by 2025
	Adapting for climate change	<ul style="list-style-type: none"> • Maintaining the reliability of transport networks
Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	Developing and implementing a viable and sustainable legacy for the 2012 Games	<ul style="list-style-type: none"> • Supporting regeneration and convergence of social and economic outcomes between the five Olympic boroughs and the rest of London • Physical transport legacy • Behavioural transport legacy

(Figure 3: Proposed outcomes, MTS May 2010)

1.2. How has Havering's LIP been developed

Havering's LIP has been developed in accordance with TfL's Guidance on Developing the Second Local Implementation Plan (2010) and TfL's Example LIP. It follows the format and structure of the latter.

An initial draft document was prepared in 2010 by Council officers and was the subject of informal consultation with Members before being approved by Cabinet in December 2010.

Havering submitted a draft second Local Implementation Plan to Transport for London in December 2010. Subsequently, this document was the subject of extensive public consultation with statutory consultees like Local Metropolitan Police Commissioner, Havering Access and Disability Group and the London Boroughs of Barking and Dagenham, Redbridge and Bexley as well as other consultees including Environment Agency, Fire and Emergency Planning Authority, and Network Rail. A complete list of the consultees is included in Appendix B.

Comments from Transport for London, key stakeholders, statutory and other consultees were reviewed, considered, and incorporated, where appropriate, in Havering's Final LIP which was submitted to TfL in December 2011.

Havering's LIP was formally approved by the Mayor of London in xx 2011 following an extensive approval process and is now known as the Approved Local Implementation Plan 2011/12 – 2013/14 (Approved LIP).

Equality Impact Assessment (EQIA)

Boroughs have a duty to carry out an EQIA of their LIP, under equalities legislation. In preparing the Delivery Plan (Chapter 3), an Equality Impact Assessment (Appendix C) has been undertaken to ensure that the proposals presented do not discriminate against equality groups and that equality is promoted wherever possible.

Strategic Environmental Assessment (SEA)

Work on Havering's LIP has included a Strategic Environmental Assessment consistent with European Directive 2001/42/EC (SEA Directive). This has ensured that the significant environmental effects arising from plans and programmes in LIP are identified, assessed, mitigated, and communicated to decision-makers. SEA also requires the monitoring of outcomes, and that opportunities for public involvement are provided. The SEA remarked that "Overall, the LIP objectives are broadly compatible with the SEA objectives. There are no instances where the LIP objectives conflict with the SEA objectives and on the whole the former focus quite significantly on reducing

private car usage and promoting sustainable transport modes. This has a range of positive impacts, such as improved air quality and reduced greenhouse gas emissions. This should be viewed as beneficial and provides a good framework within which to develop strategic alternatives and a preferred LIP.

1.3. Structure of Havering's LIP

Structure of Local Implementation Plan

Havering's LIP closely reflects the Transport for London LIP Guidance. It is structured as follows:

- Chapter 2 includes a detailed contextual analysis and sets out Havering's long term **Borough Transport Objectives** reflecting the time frame of the Mayor's Transport Strategy;
- Chapter 3 describes a costed and funded **Delivery Plan**, covering the period 2011/12 to 2013/14 (extending to 2015 for the proposed Major Schemes). This is consistent with the borough's indicative three-year funding allocation announced in May 2010 (as revised in November 2010 following the Comprehensive Spending Review) and its approved Annual Spending Submission 2011/12; and
- Chapter 4 sets the **Performance Monitoring Plan**, identifying the targets and indicators which will be used to monitor delivery programme progress against Havering's objectives.

2. BOROUGH TRANSPORT OBJECTIVES

2.1. Introduction

Chapter 2 is structured as follows:

- Section 2.2 describes the **local Havering context** with an overview of the Havering and its transport geography, and a summary of the policy influences which have informed LIP.
- Section 2.3 identifies Havering's **problems, challenges and opportunities** in the context of the Mayor's transport goals and challenges. It identifies the main issues which need to be addressed to deliver the MTS goals. The Sub-regional Transport Plan (East) has also informed this section.
- Section 2.4 is informed by the issues identified in Sections 2.2 and 2.3 and concludes by setting out Havering's **Borough Transport Objectives**.

2.2. About Havering

The Council's 'Vision' for Havering underpins all its strategies and everything that it does whether working with itself or with its many partners. It is clearly set out in its 'Living Ambition' agenda.

The 'Living Ambition' agenda is especially relevant to this LIP:

'Our Living Ambition agenda is to provide Havering's residents with the highest possible quality of life, in a borough that thrives on its links to the heart of the capital, without ever losing the natural environment, historic identity and local way of life that makes Havering unique'

Havering completed a Joint Strategic Needs Assessment in 2010 and this has provided a range of information about the borough. Unless otherwise stated, the facts set out below have been sourced from this.

Havering's places (Figure 2.1)

- Havering is in outer east London and is the third largest London Borough. Most of Havering is within the M25 with a small section east of the M25. Over half of Havering's 11,408 hectares is Green Belt.
- Havering is separated from neighbouring Barking and Dagenham by the River Rom which becomes the River Beam. In the north west it is

bordered by Redbridge. In the north and the east, Havering adjoins Essex and its districts.

- The River Thames forms Havering's southern boundary. South Havering includes the Rainham, Wennington and Aveley Marshes which are the largest remaining expanse of wetland bordering the upper reaches of the Thames Estuary and a Site of Special Scientific Interest (SSSI) with a rich mix of wildlife habitats and species. The major industrial zone associated with the Ford Motor Company at Dagenham penetrates the south west corner of the Borough and includes the London Riverside Business Improvement District (BID), one of only two industrial BIDs in London. The area is also included in the emerging Green Enterprise District being led by the London Development Agency and is an important economic centre for the borough.
- Havering's countryside provides many informal recreation and leisure opportunities such as walking, cycling, horse riding and bird watching. London Riverside will have an increasingly important role with the 'Wildspace' initiative which is integral to the Thames Gateway development and a flagship project of the East London Green Grid. 'Wildspace' is the development of Rainham, Wennington and Aveley Marshes and the adjacent landfill into a 1,500 acre (640 hectare) conservation park for both wildlife and leisure activities.
- Havering has a key strategic location in the heart of the Thames Gateway which is nationally recognised growth area. It is close to the heart of the 2012 London Olympic Games. It has close proximity to Europe and beyond via Stansted and the Channel Tunnel Rail Link.
- Much of Havering's built up area is suburban housing and includes neighbourhoods with their own distinctive characteristics. These contribute to Havering being a popular and attractive place to live. Havering has extensive areas and buildings of historic and heritage importance.
- There are a range of centres providing shopping, services and local employment. These include town centres such as Romford (a Metropolitan Centre), Hornchurch, Harold Hill, Upminster, Collier Row and Elm Park and Rainham and a variety of neighbourhood centres.
- Havering's town centres generally have medium to high public transport accessibility. Outside of these areas public transport linkages are less well developed. As with other outer London boroughs, it results in higher car ownership and usage levels.
- The average 'journey to work' distance for Havering residents is 14km which reflects its edge of London location, the proximity to the M25 and Havering's geography. It is 2km more than the outer London average and 5km more than inner London.

- Havering has just over 9,000 off-street car parking spaces distributed in town, two-thirds of which are privately owned and managed.

Havering's economy

- Havering's economy performs comparatively well, with one of the highest working age employment rates in London (almost 80%). However the income support claimant rate has risen through the recession and is currently 5% (compared to London's 7.3%). Generally, Havering residents who work outside the borough earn more than those who work in it. 60,000 people living in Havering commute to work in central and other parts of London. Most Havering residents travel to work by car (50%) with 32% travelling by public transport. In 2010, unemployment in Havering was less than London's overall figure (4.4% compared to 5.8%).
- Almost 90% of Havering's workforce is in service industries including 20% in construction. Manufacturing still accounts for 5% of local jobs. The two most significant sectors are retail (1 in 6 jobs) and business services (1 in 8 jobs).
- Romford is designated as a Metropolitan Centre in the London Plan and Hornchurch, Upminster, Elm Park, Collier Row, Rainham and Harold Hill as District Centres. Beneath these is a network of local centres, shopping parades, and corner shops which serve their surrounding populations.
- Romford is the biggest town centre in East London and one of the top 15 shopping centres in the South East. It has 152,600sqm of shopping floorspace. Romford also has one of the longest established street markets in London dating from 1247 and lies in the heart of the town centre in the Market Place
- Significant regeneration activity and investment in Romford by the Council and its private sector partners includes the redevelopment of the Brewery site, Market Place (on its north side) and the refurbishment of the Market Place and the Liberty Shopping Centre. Nevertheless, recent retail developments at Lakeside, Bluewater, and Westfield Stratford pose a strong challenge to Romford's position in the retail experience.
- Romford is Havering's main commercial entertainment centre with a dynamic night time economy of eating and drinking venues, cinemas and clubs. Hornchurch has the Queens Theatre and Fairkytes Arts Centre and is the borough's cultural centre with a sub-regional importance. Leisure and tourism are also important for the borough's economy.
- Havering's key employment areas are in and around Romford, London Riverside and Harold Hill.

- The Havering Riverside Employment Area at London Riverside is a major focus of manufacturing business and employment in the Thames Gateway. It is home to over 500 firms ranging from small and medium enterprises (SMEs), in a variety of sectors, to major international concerns and key centres of learning and business support at the Centre of Engineering and Manufacturing Excellence and Havering College Southern Campus. It also has the largest reservoir of available 'brownfield' strategic industrial land in London.
- The Green Enterprise District seeks to build on these resources and opportunities to create a highly attractive investment location for green and low carbon sector enterprises and develop these into a recognised cluster of environmental business activity. It will also create a physical low carbon environment through energy generation, waste management transport and distribution networks which in turn will attract investors and visitors.
- Romford is Havering's main commercial and entertainment centre with a dynamic night time economy of eating and drinking venues, cinemas and clubs. Hornchurch has the Queens Theatre and Fairkytes Arts Centre and is the borough's cultural centre with a sub-regional importance. Leisure and tourism are also important for the borough's economy.
- Whilst Havering is predominantly a prosperous borough with a diverse and successful economy, there are a few small local areas of social deprivation. These are recognised in the London Plan (2011) and include parts of Rainham and South Hornchurch, parts of Harold Hill and Waterloo Road Estate to the west of Romford Town Centre.

Havering's people

- Havering's population is 235,700 and is forecast to grow by almost 20,000 by 2020. The south of the borough is expected to show the greatest population growth.
- It has a population density of 20 people per hectare: the second least populated of all London boroughs. Life expectancy in Havering is above the national average for men (78.5 years) and women (82.5 years).
- Havering has 20,900 people aged 75 years or over and the proportion of the population in that age group is high (9% compared to 8% in England). The GLA forecast projects an 18% increase of Havering's over 65 year olds to 43,900 and a 42% increase in over 85s to 7,500 by 2026¹. . Over 60% of Havering's pensioner households do not have access to a car which is more than nationally. These issues will have significant implications for planning for travel, future local care services, accommodation and infrastructure.
- Havering has 56,400 people aged 0-19 years which reflects national figures. There are relatively few people in the age group 25-29 years.
- Havering has a predominantly white population. This is broadly in line with the UK population profile but is below the London average in term of the ethnic minority population. Since 2001, the proportion of BME groups in the borough is estimated to have increased from 4.8% to 6.8% and is expected to rise further.
- Havering is a healthy place with general levels of health better than the England average although there are local variations. In a 2007/08 Sport England survey, the time spent on physical activity amongst Havering children and adults was found to be significantly lower than the national and regional average. This may be reflected in the higher number of deaths from chronic obstructive pulmonary disease (COPD): (by 11% higher than the national and regional average. Poor air quality is a well-known causative agent of COPD.
- Havering has a relatively high proportion of reception age children who are obese (10.7% compared to the national average of 9.6%) in 2008/09. Year 6 obesity levels in Havering are higher at 17.6% but this is less than nationally where the figure is almost 18%.
- Locationally, people living in the centre and east of Havering experience better than average health, with low levels of premature deaths in the under 75 age group. Residents in the north (primarily the Gooshays and Heaton wards), the south west (South Hornchurch / Rainham) and

¹ GLA Population Projections 2009 Round, London Plan, Borough 5YA

Waterloo Estate (in Romford) have worse than average health. 11,000 of Havering households (12%) have someone with a physical disability.

- Havering's schools are amongst the best in the country. Almost 70% of Havering's young people achieve 5 Grades A*-C grade GCSEs which is similar to the national average. However, post -16 progression and adult skills are low. Only 19% qualified to NVQ 3 or higher (compared to 41% in London) and 32% have no qualifications (24% in London).
- Slightly more of Havering's 16 – 18 year olds are classed as Not in Education, Employment or Training (NEET) compared to the London average (5.8% compared to 5.6%).

Havering's homes

- Havering has a diverse range of housing types encompassing a large stock of traditional 1, 2, and 3 bedroom houses, 'executive' homes in affluent areas and social housing. Havering is an ideal location for businesses requiring a mix of good quality and a range of housing types for its workforce.
- Most of Havering's households (80%) are owner-occupiers which is significantly above the London and UK averages (58% and 73%, respectively). 15% of households are in the social rented sector and 7% in the private rented sector.
- The average house price in Havering is almost £270,000 (Land Registry House Price Index, 2009). It is the seventh cheapest borough to buy a home in London but average property prices are almost 10 times more than average incomes. The increasing gap in 'affordability' has had a significant impact on the number of people on the Housing Register which has risen from 2,384 in January 2004 to 7,438 in August 2010.
- Homelessness is an increasing problem with numbers rising from 554 (2006/07) to 907 (2008/09) and this figure exceeding 1000 in 2009/10.
- Havering's average household size is predicted at 2.26 persons compared to London (2.15) and England and Wales (2.11)². Havering has more single person households than nationally (both young and older persons). Notwithstanding the increase in single person households, most households will be married couples in Havering up until 2026. This in contrast with the trend in both London and England where one person households have become the most prevalent type in 2006.

² (GLA 2008 Round Demographic Projections (RLP High), 2009)

2.3. Havering's Transport Geography

Havering's transport system (Table 2.1) encompasses several levels from local to international. Different organisations are responsible for assessing challenges, generating options, and identifying investment priorities in the hierarchy. These include Havering at the local level and sub – regional level, Transport for Transport (TfL) for London-wide and certain regional networks and the Government (through the Department for Transport) for international and national and international networks and infrastructure.

Havering has a key role in determining and delivering interventions within the borough with the provision of its Local Implementation Plan funding from TfL. It also has a proactive role in working with other stakeholders to influence the provision of facilities and infrastructure in the wider context (including region, pan-London and national) where these may offer the scope to enhance travel or affect Havering.

Table 2.1 summarises the various transport links connecting key origins and destinations, multi-modal transport corridors, and interchanges within the Borough to Havering's neighbours including Barking and Dagenham and Redbridge, Essex and its districts, the rest of South East England and Europe. These are illustrated in Figures 2.1 - 2.5.

National and International Links

Havering has good access to the rest of London, Essex, Kent, and the rest of the South East via its strategic transport connections and routes.

These include road links such as the M25, A12, A13 and A127 and rail links such as the Great Eastern Mainline (London to Norwich) railway, London Tilbury and Southend railway (LTS), and the London Underground District Line.

Havering has good road links to Kent and the Channel ports via the M25 and the Dartford Crossing and to the major ports of Felixstowe and Harwich which provide further links to Europe and beyond. Congestion associated with the Dartford Crossing toll-booths is frequently a difficulty as traffic approaching the bridge often 'backs up' into Havering from the toll-booths.

Public transport access to Europe is through the Channel Tunnel Rail Link (CTRL) train services from London St Pancras or Ashford Kent. CTRL trains stopping at Stratford International Station would allow Havering residents to make connections to Paris and Brussels in under 3 hours.

There is good access to Europe and international destinations through London City and London Stansted airports. The extension of the Docklands

Light Railway (DLR) to London City from existing DLR stations has improved the connections for Havering residents. Road connection to Stansted is direct via M25 and M11 but better public transport links to London Stansted would benefit Havering.

Heathrow and Gatwick Airports can be reached by public transport, through connections in central London via rail/underground. Crossrail will improve access to Heathrow Airport from Havering and this would encourage the use of public transport for airport related trips.

London, Sub-regional and Regional Links

The M25 provides London-wide and regional links for Havering's residents and businesses. Access to the rest of London and the Thames Gateway is also provided by A12, A13 and A127 which form part of the Transport for London Road Network (TLRN). TLRN routes facilitate access to Havering's business, education and residential areas from other areas of London, Essex, and Kent. The Highways Agency manages and maintains the M25 motorway and TfL manages and maintains the TLRN.

These routes experience significant congestion in the morning and evening peak periods and at certain times over the weekend. A lot of traffic passes through Havering en-route to other destinations such as Central and South London and the Thames Gateway.

Congestion is a significant challenge for road freight in Havering as it is strategically located to serve inbound and outbound freight from East Anglia, Essex, Kent and Sussex via M25, A12, and A13.

Crossrail is a new regional east-west railway line, currently under construction and scheduled to open in 2017/2018. It will connect Heathrow and Maidenhead in the west with Essex and South London by means of tunnels beneath Central London. The eastern branch (north of River Thames) will run from Shenfield in Essex through the three Havering stations of Harold Wood, Gidea Park, and Romford. The other eastern loop (south of River Thames) will run from Abbey Wood via Canary Wharf.

Havering is also well served by rail, underground and bus links with key public transport interchanges at Romford and Upminster rail stations. Havering also supports other initiatives to help people get around the borough and travel further afield. It supports the Freedom Pass scheme to enable older people to make use of bus and train services free of charge at specified times and on specified routes. It also supports the London-wide 'Taxi-card' scheme which provides for people with severe mobility problems to have their use of taxis for a specified number of trips each year subsidised by the Council and the 'Dial a Ride' scheme to assist people with less mobility.

Local Links

Roads

Havering's public highway network consists of 33km of Principal Roads, 117km of Classified Roads and 439km of Unclassified Roads. There are approximately 1,106km of footways, 17,000 street lights, over 100 bridges and structures, 25,000 road gullies and 21,000 street trees. These roads are managed and maintained by the Council and are the subject of Havering's Highways Asset Management Plan (2008).

Havering is tackling congestion as this is an issue on some routes especially in the morning and evening weekday peak periods and worse during school terms. Romford's success as a lively and prosperous town centre also gives rise to congestion on its main approach roads and the Ring Road, particularly during the pre-Christmas season. Havering has undertaken a number of projects and schemes to smooth traffic flows around Romford including the introduction of variable message signage and traffic studies on key routes of Romford Ring Road, Main Road and North Street.

A Network Management Strategy was adopted in 2005/06 and assists Havering in meeting its responsibilities under the Traffic Management Act 2004. Havering was one of the first boroughs to prepare and adopt a Network Management Strategy and it has informed the preparation of this LIP.

Rail

Connections to local surface level trains are provided by stations at Romford, Harold Wood, Gidea Park, Emerson Park, Upminster and Rainham. There is access to Underground services (District Line) at Hornchurch, Upminster Bridge, Elm Park and Upminster. Only the surface line between Romford and Upminster provides a north south rail connection as the other facilities have an east - west routeing.

The PTAL map (Figure 2.7) shows that public transport accessibility level is lower in areas not served by the surface railway or London Underground lines.

Bus

The rail services (above) are complemented by bus routes and services to the various residential, employment, education and leisure activities and key destinations.

Havering is served by over 30 bus routes (day time) and 2 routes (night time). Romford is the major destination and most routes provide good links to its railway station in the town centre to enable direct rail access into London

Liverpool Street railway station, and central London, with subsequent connections to regional and national destinations.

New and better north-south bus links are needed in Havering (particularly to Rainham and its railway station and London Riverside BID) to improve connectivity. Havering is working with TfL to explore the opportunities for this. More frequent services to some more rural parts of the borough (such as Havering-Atte-Bower) would also benefit those in the community who are often dependent on public transport such as young people and the elderly.

As well as better bus connectivity, Havering wants everyone in the community to be able to use buses conveniently and safely. A third of all Havering's bus stops are fully accessible (see Glossary) and a LIP-funded programme continues to increase this. Increases in bus use in Havering will be secured through improvements to bus connectivity and bus facilities such as enhanced bus stop waiting environments (shelters and better kerb design), bus stop clearways, signage and bus markings.

Walking and cycling

Havering adopted specific strategies for cycling and walking in 2005/06 to encourage more people to walk and cycle and to enhance the facilities in the borough for these modes.

Most of Havering's residential areas have a network of well-lit footways and these provide safe and convenient access to local facilities and services such as shops, schools, local parks, places of work and public transport connections. Most of Havering's residential areas have good linkages for pedestrians and cyclists to its extensive parks and open spaces including Bedfords Park, Central Park and Dagnam Park and Upminster Common as well as the open countryside.

Havering also has numerous public rights of way in its countryside and town centres.

Havering actively supports cross London Strategic Walking Partnerships. These promote the delivery of the following strategic walking routes:

- Thames Chase;
- Green Grid;
- Ingrebourne Valley Way;
- Green Arc;
- Wildspace;
- London Outer Orbital Path;
- Blue Ribbon Network; and
- Thames Chase Forest Circle.

68km of the cycle network in Havering is in the London Cycle Network (LCN) and the 'Greenways' project. There are a number of off-road walking and cycling networks including the Ingrebourne Valley Way and North East Greenways as part of the East London Green Grid framework.

The Ingrebourne Valley Sustrans Connect 2 project is an 11.5km shared use route for pedestrians and cycles aligned north-south from Noak Hill to Rainham Marshes via the Ingrebourne Valley. It is convenient for Havering's residents in Harold Hill, Harold Wood, Hornchurch, Upminster, and Rainham. The Rainham to Purfleet path is a 5.5km shared use pedestrian and cycle route linking the villages of Rainham and Purfleet. The route has opened up large parts of the adjoining marshes to public access by foot or bicycle for the first time and will provide access to the 1500 acre 'Wildspace' park.

These walking and cycling corridors provide both internal and cross boroughs linkages into neighbouring Barking and Dagenham, Redbridge and Essex. There is scope for further improvements in the south of the borough to provide better access to London Riverside and to enable Havering to benefit from links to the Mayor's new Cycle Superhighway between Tower Gateway and Barking.

Since 2005, the Council has, with funding from Transport for London, installed almost 200 cycle stands and racks at Havering's rail and Underground stations and at libraries and community facilities and in town centres.

Since early 2010, Havering has been a Transport for London "Biking Borough". Involvement in this Mayoral initiative confirms Havering's objective of addressing barriers to cycling and contributing towards a step change in levels of cycling to improve the health and wellbeing of our residents. The 'Biking Borough' initiative includes a 'dedicated' cycling officer with responsibility for the delivery of a wide range of cycle – based programmes and projects.

All Havering schools have a Travel Plan. More than 15,000 schoolchildren participate in the 'Walk on Wednesdays' programme. More than 50 schools benefit from 'Bikeability' cycling training. Over 1,000 cycle stands are installed at Havering's schools.

Wayfinding / 'Legible London'

As part of its commitments to enhancing the public realm and 'Better Streets', Havering supports the Wayfinding/Legible London initiatives. Romford installed 20 wayfinding signs in 2008 and is planning to roll out wayfinding to nearby Hornchurch town centre and the Harold Hill residential area.

Freight

The road network is the primary freight network in Havering.

There are no major road freight terminals within Havering although there are container depots in Thurrock and Dagenham located on the A13 trunk road.

The River Thames also has a freight role and has two active wharves (Tilda Rice and Cleanaway). Two further wharves, Phoenix (safeguarded) and Murex (not safeguarded) are unusable.

There are no major rail freight facilities within Havering although rail freight passes through the borough on the 'surface' rail lines.

Within Havering, most freight traffic comprises deliveries / collections linked to the main employment areas around Romford (King Georges and Harold Hill) and in the south of the borough at London Riverside. Servicing for shops (particularly for Romford) also generates a considerable number of deliveries and is linked with significant commercial vehicle movements.

Table 2.1 – Havering’s Existing Transport Geography

Level	Key Origins / Destinations	Multi-Modal Transport Corridors	Interchanges between Networks
International	-	-	-
National	Romford, London Riverside including Rainham, Wennington and Aveley Marshes	Rail – Great Eastern Mainline, London - Tilbury- Southend Line Road - M25, A12, A13, A127	Railway stations - Romford and Rainham Stations Road junctions - Junctions 27 to 30 of M25 with A12, A127 and A13 of the Trunk Road network
London-Wide	Opportunity Areas - London Riverside (including Beam Reach, Beam Park, and Rainham West) Key origin/destination - Romford	Rail – Great Eastern Mainline, London- Tilbury- Southend Line, London Underground District Line Terminus - Upminster Road - A12, A13, A127, A118	Railway stations - Romford, Rainham and Upminster stations
Sub-Region - East	Metropolitan town centre - Romford Major Shopping Centres -Romford Key sub-regional facilities and services - Havering College campuses, CEME, Queen’s Hospital, St Georges Hospital, Queens Theatre, Fairkytes Arts Centre, Central Library, Ice Rink, and Rainham, Wennington and Aveley Marshes Key employment areas – Romford Town Centre and London Riverside and south Hornchurch	Sub-regional strategic transport corridors and services: TLRN and SRN - A12, A13, A127, and A118 Major borough roads - Romford Ring Road, A124, A125, and A1306 Bus Corridors – Over 30 bus routes serving London sub region including night buses into Central London ³ Underground - District Line Cycling Corridors - Ingrebourne Valley, LCN and LCN+ routes Cross borough - Public rights of way and informal walking and cycling routes in urban areas and countryside	Railway stations - Romford, Upminster and Rainham Underground - Elm Park, Hornchurch and Upminster Bus interchanges - Romford Major road junctions: Gallows Corner and Dovers Corner Cycle hubs – Cycle hubs at key transport interchanges of Romford, Upminster, Gidea Park, Harold Wood and Rainham Freight distribution centres - Proposed Regional Distribution Centre at Beam Reach 5
Local	Local Town Centres - Collier Row, Elm Park, Harold Hill, Harold Wood, Hornchurch, Upminster and Rainham Village Residential Areas Major Employers - Private and public sector employment in town centres and key employment areas Local facilities and services Places to work – various	Local transport corridors and services: Roads and Streets – Key local road corridors between Havering’s town centres ⁴ Bus Routes – Numerous bus routes ⁵ Borough: Public rights of way and informal walking and cycling routes in urban areas and countryside	Local road junctions - all local Bus stops - 617 bus stops (1/3 of which are fully ‘accessible’)

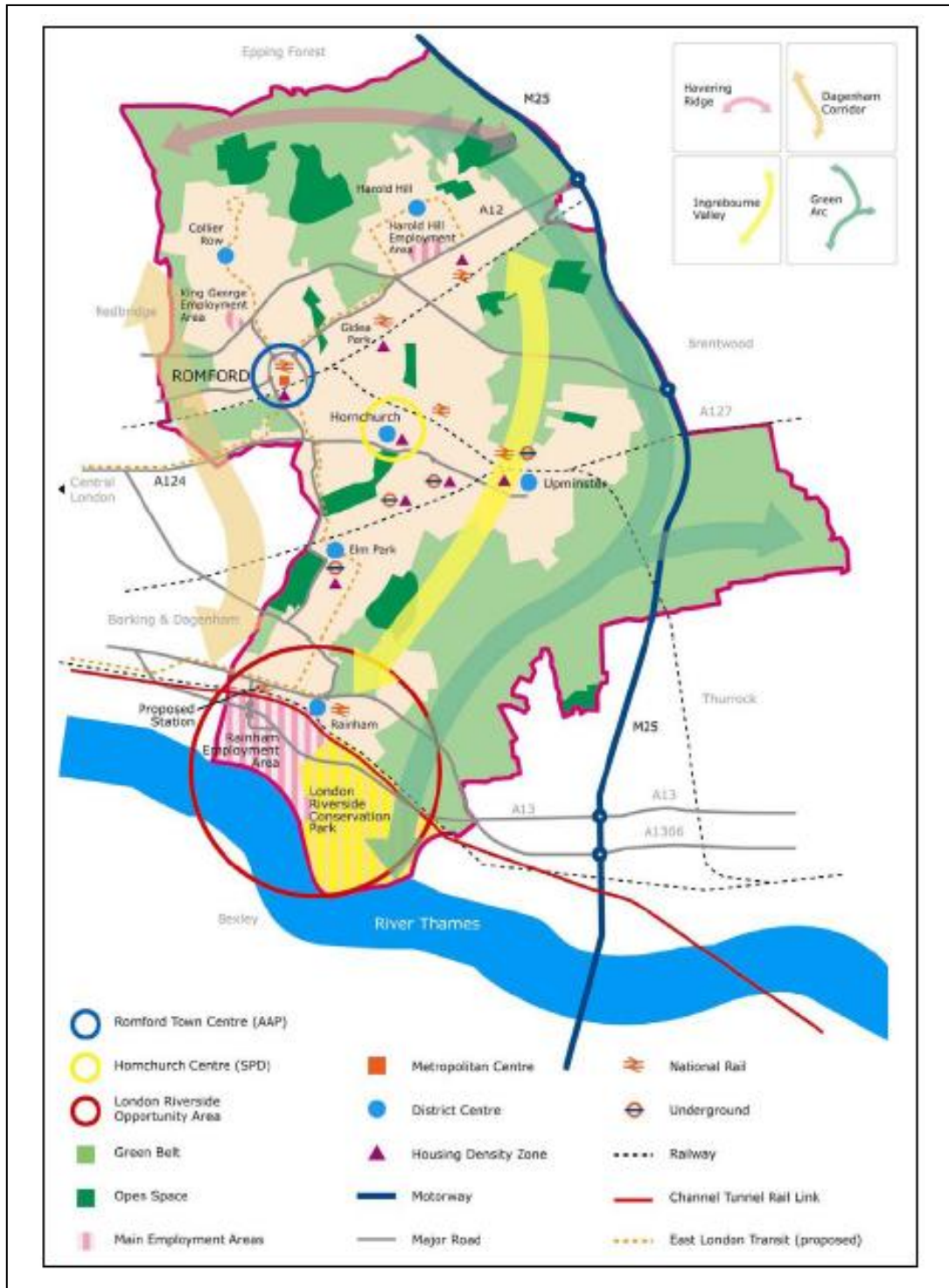
(Based on Figure 4, Mayor’s Transport Strategy- May 2010)

³ See Appendix D

⁴ See Appendix D

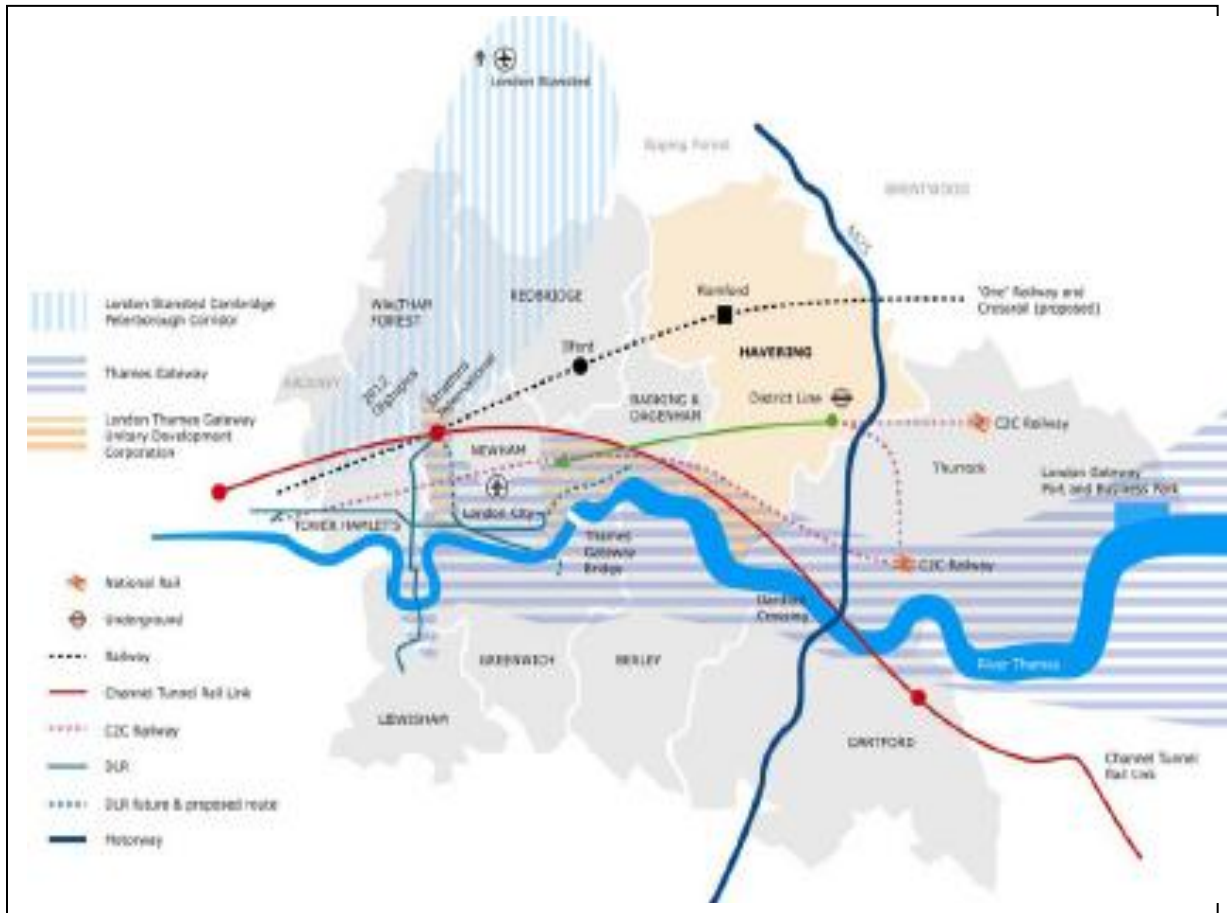
⁵ See Appendix D

Figure 2.1 – Havering's Places



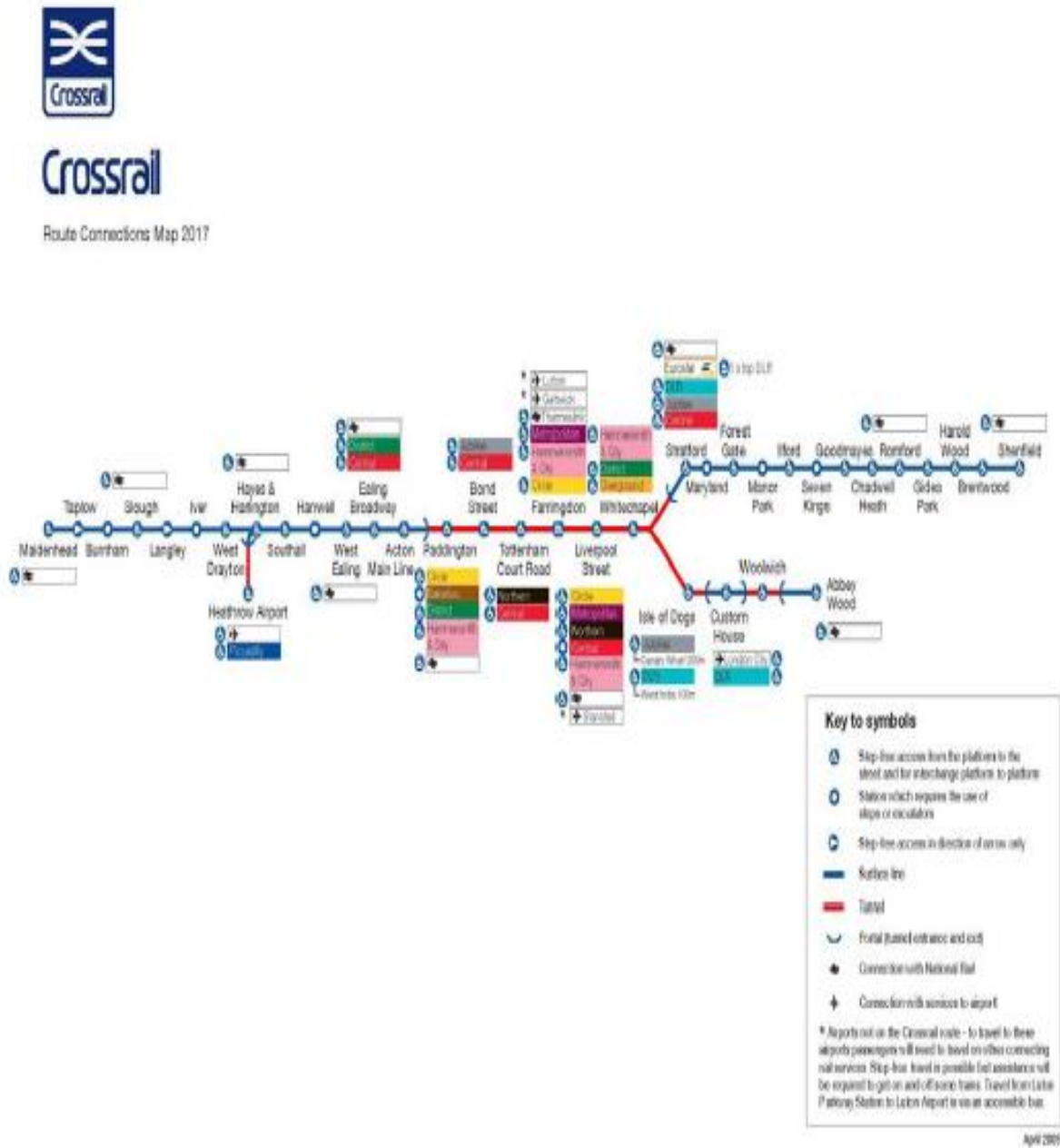
(Figure 1 Annual Monitoring Report 2008/09)

Figure 2.2 – Havering’s Sub-regional Network



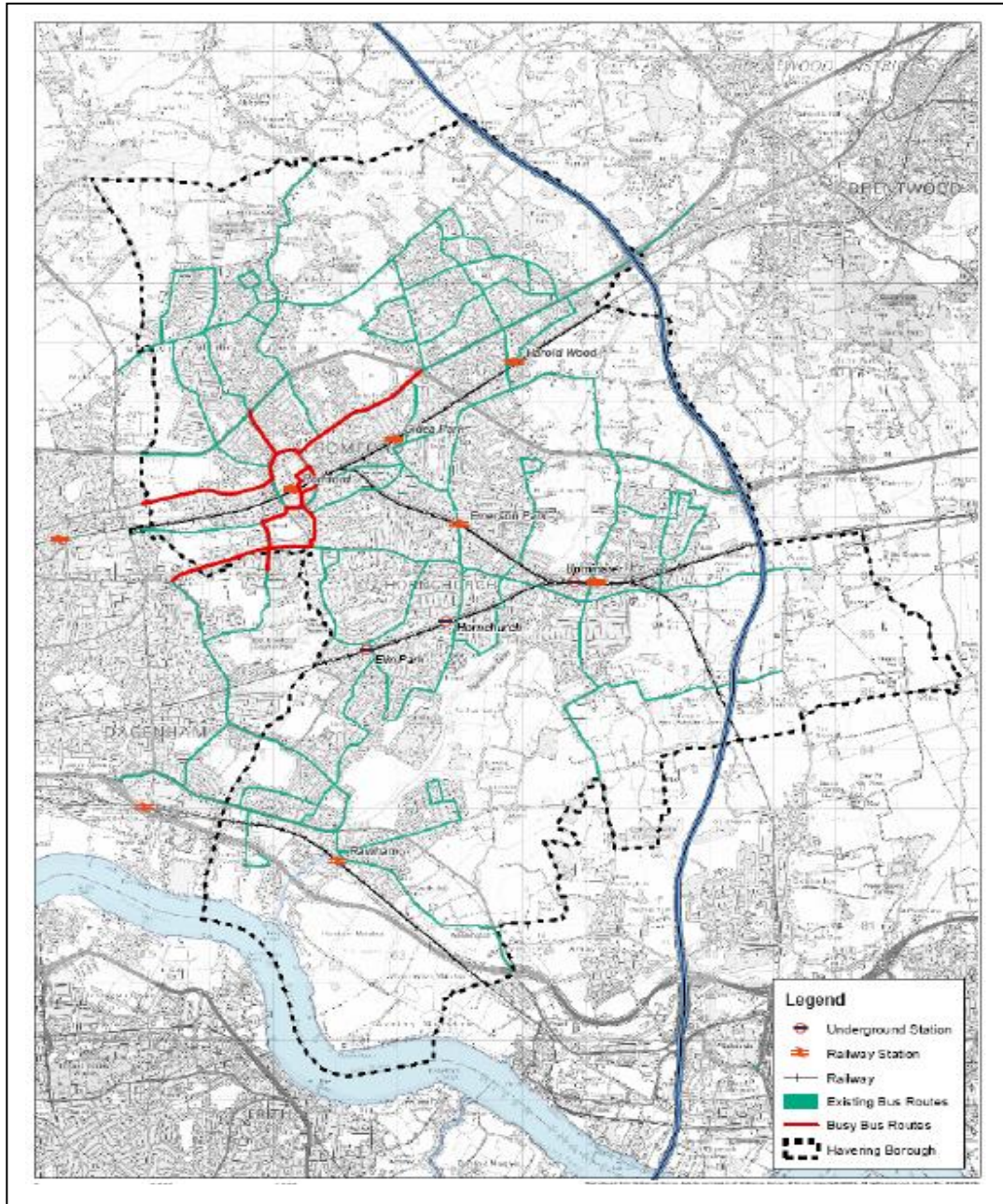
(Figure 2 Annual Monitoring Report 2008/09)

Figure 2.3 – Crossrail Route



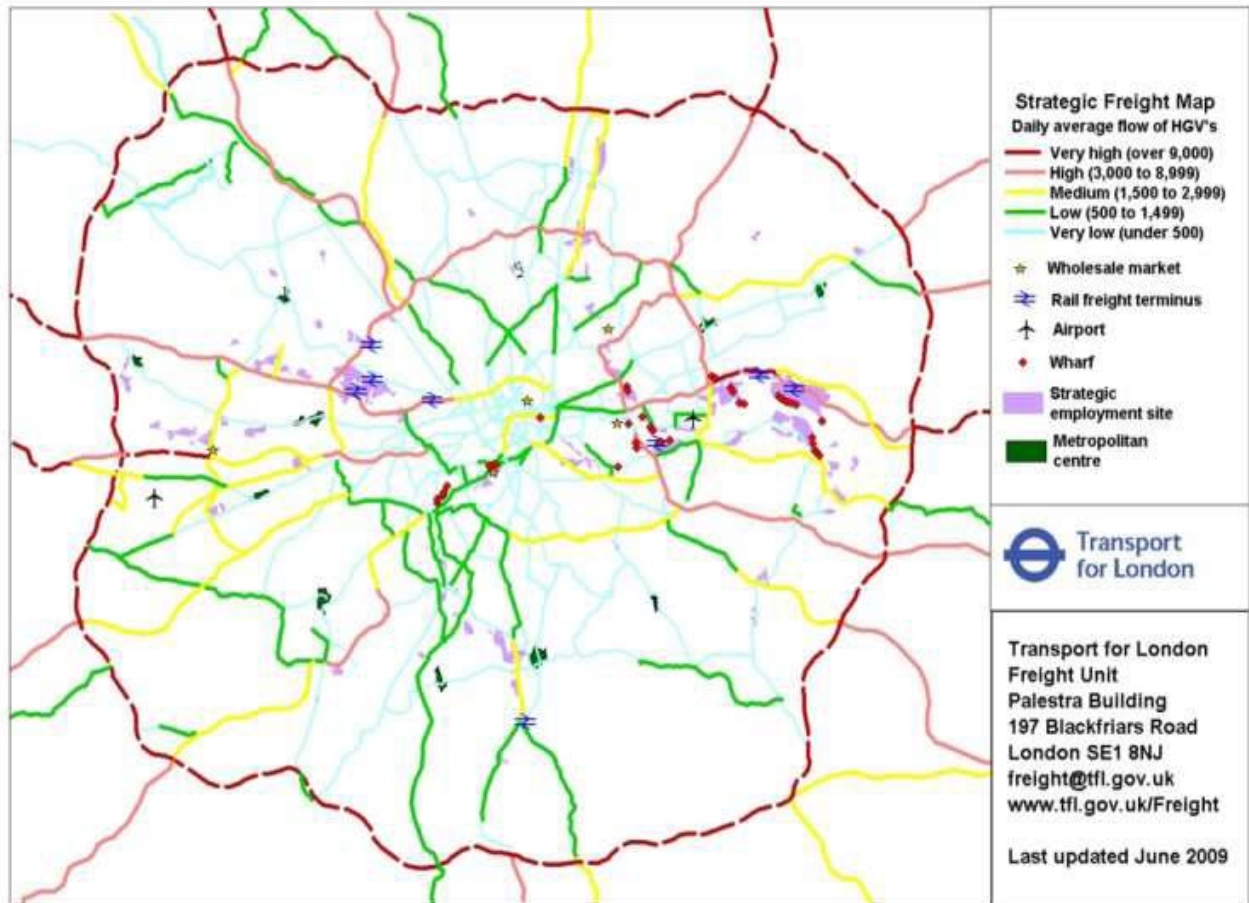
(Crossrail Ltd)

Figure 2.4 – Havering’s Local Network



(Figure 6 Approved Local Implementation Plan, May 2007)

Figure 2.5 – Freight Links



(Figure 36, East Sub Regional Transport Plan, 2010)

2.4. Policy Influences

Figure 2.6 summarises the policy influences which have informed the preparation of this LIP. The national policies as outlined in the Transport White Paper (2008) and the Local Transport White Paper (2011) have placed a strong emphasis on tackling climate change and creating economic growth. At the pan-London level, the Mayoral strategies (such as the London Plan (2011)) and the Mayor's Transport Strategy (2010) have clearly been very important.

For Havering, the key strategies that we have taken account of have included the Council's 'Living Ambition' agenda, our statutory Local Development Framework, our non-statutory strategy for regeneration and our place specific priority regeneration strategies for Romford, Hornchurch, Harold Hill and Rainham. The LIP has also taken account of the Council's Sustainable

Community Strategy (2008-2013) and reflects the more recent Corporate Plan (2011-2014). Details of these are set out below. Copies of all the documents outlined below are included on Havering's website www.havering.gov.uk.

The **Sustainable Community Strategy (2008-2013)** has been endorsed by the Havering Strategic Partnership (HSP) which is a group of representatives from key Havering organisations in the public, voluntary and private sectors. The HSP is committed to the improvement of Havering and ensuring that efforts are combined through greater partnership working to improve the quality of life for all residents in Havering. It provides an overview of the Borough dealing with its strategic location as well as specific themes such as population, community and cultural infrastructure, environmental management and places to work.

The Strategy aims to:

- ensure a clean, safe and green borough
- achieve excellence in education and learning
- provide opportunities for all from economic, social and cultural activity
- deliver high customer satisfaction and a stable council tax and value for money from all public sector service priorities
- value and enhance the lives of every individual.

The Strategy highlights the benefits of partnership working and the Council's commitment to leading the development of 'place-shaping' plans for Havering's towns and neighbourhoods in conjunction with local residents and partners. It showcases programmes and initiatives in Romford, Harold Hill, Hornchurch and Rainham. Many aspects of this LIP are intended to help deliver these particularly the proposals for Major Schemes. Additionally, it sets out the Partnership Goals and Priorities for Environment, Towns and Communities, Learning, Values and Individuals. Within these, actions are identified for increasing safety and tackling crime, delivering specific regeneration programmes, developing cultural activities in town centres, securing health improvements and working with other partners to secure funding.

The preparation of the **Corporate Plan 2011-2014** has taken place during the preparation of this LIP in 2010 / 2011 and it represents the latest and most up to date picture of the priorities of the Council. It was informed by the Sustainable Community Strategy. It updates the Vision of the 'Living Ambition' agenda and has 'refreshed' the five goals for Environment, Learning, Towns and Communities, Individuals and Value. It also details a comprehensive survey 'Your Council Your Say' of all households in the borough in 2010 to find out what residents thought were the most important factors in making the local area a good place to live and the issues that they felt most needed improving in the local area. Almost 12,000 responses were received. Behind, health

services and level of crime, they identified clean streets, roads and pavement repairs and public transport as the most important factors in making Havering a good place to live. Road and pavement repairs, levels of traffic congestion were identified as the two issues that most needed improving.

The Plan together with its summary document (the Plan on a Page as summarised in Appendix E), sets out strategic outcomes and key activities for the years ahead and taking account of the changed circumstances since the 'Living Ambition' agenda was originally adopted. Those outcomes and activities that have a particular resonance with this LIP focus on:

- maintaining the principal road network to a high standard, working with TfL to improve transport links, working with Crossrail and others to enhance Romford Station and its environs, delivering environmental improvements, tackling congestion and improving traffic management, delivering the 'Biking Boroughs' Strategy, making people feel safe and maintaining low levels of crime, reducing anti-social behaviour and investing in street lighting and installing energy efficient schemes to reduce carbon emissions and save money (Environment).
- securing inward investment and economic growth, delivering the four regeneration programmes in Romford, Harold Hill, Hornchurch and Rainham, encouraging people to shop locally, opening new local facilities in Harold Hill and Rainham and offering a range of high quality leisure facilities including a major new facility in Romford (Towns and Communities).
- working with the NHS to prevent ill health, encouraging people to live healthier lives and working with health service providers to improve access to, and the quality of, services provided by Queen's Hospital (Individuals),

The Havering Local Development Framework (2008) is the statutory land-use planning framework for the borough. Its 'Vision' for transport in Havering is:

'Havering will enjoy a first class, integrated transport system for getting people and goods around the Borough, that will provide choice, reduce the need for travel and promote healthier lifestyles and improve the quality of life for all sections of the community, including those who are less mobile and people with impairments. This will provide a competitive advantage for local businesses and will be a major attraction for people moving to the borough. New development will be focussed on those parts of the borough most accessible to public transport.

Havering's transport system will consist of a comprehensive clean fuel bus network, rail links across London that provide convenient access to the Stratford Eurostar station, the Crossrail service through Romford, a new station on the Fenchurch Street line serving the new residents and employees

of London Riverside, and East London Transit which will run from Barking to Rainham, then onto Elm Park, Romford, Harold Hill and Collier Row. Provision will continue to be made for cars in the recognition that many people will continue to use them for travel, particularly in the suburbs but overall traffic growth will be falling and many more people will choose to walk or cycle. The borough will continue to have excellent road links due to the A12, A13, A127 and M25'.

Additionally, the LDF has specific strategic objectives for transport:

TR(A) Integrate planning and transport to reduce the need to travel, by concentrating major trip generating development in the borough's main centres and other places with good public transport access, and supporting the important role and function of the borough's local centres whilst recognising that many people will continue to use their cars for travel, particularly in the suburbs.

TR(B) Ensure that where travel is necessary that there is a choice of accessible modes of transport for people to take, through improved public transport particularly in the borough's most deprived areas and London Riverside, and creating the conditions for people to walk and cycle.

The strategic policies of the LDF that have most informed this LIP are:

- **Policy CP1 Housing Supply** - identifying the locational priorities for new homes including London Riverside and Romford;
- **Policy CP2 Sustainable Communities** - highlighting the importance of public transport to new development;
- **Policy CP3 Employment** - identifying where the key areas are for jobs and industry;
- **Policy CP4 Town Centres** - highlighting the town centre hierarchy and the role of these for accommodating new development and in particular recognising the role of Romford as a Metropolitan Centre;
- **Policy CP5 Culture** - highlighting the key roles of Romford and Hornchurch, the importance of trip generating cultural uses being located in town centres and that smaller facilities should be easily accessible by walking and cycling;
- **Policy CP7 Recreation and Leisure** - emphasising the importance of active recreation and informal activities in the countryside using the network of links such as footpaths and bridleways;
- **Policy CP8 Community Facilities** - ensuring that community facilities (e.g. schools, health care, childcare and places of worship) are accessible by a range of transport including walking and cycling;

- **Policy CP9 Reducing the need to travel** - seeks to integrate land-uses and transport to reduce travel by making sure major trip generators are in places with good public transport;
- **Policy CP10 Sustainable travel** - promotes a range of transport modes, seeks better interchange between modes, encourages working with partners to deliver specific transport infrastructure projects (such as Crossrail), prioritises the needs of pedestrians and cyclists and seeks developer contributions towards public transport improvements;
- **Policy CP15 Environmental Management** - seeks to enhance and protect the natural and built environment by taking into account environmental issues such as pollution; and
- **Policy CP17 Design** - promotes high quality design that will enhance Havering and ensure that development is accessible to all.

The **LDF Site Specific Allocations DPD** includes several sites where transport investment will be fundamental to securing their development. These include sites at Beam Park (SSA12), Rainham West (SSA12), Rainham Station Transport Interchange (SSA15) and London Riverside Conservation Park (SSA17).

The **LDF Romford Area Action Plan** addresses the planning and regeneration issues of Romford Town Centre. It has ‘themes’ dealing with living in Romford, commercial Romford, connecting Romford and culture in Romford. In regard to this LIP, the Plan has a focus on securing qualitative improvements in public transport including at Romford rail station and enhancements in public realm to benefit pedestrians and cyclists. The Plan includes a specific site allocation for **Romford Gateway** (ROMSSA6) which aims to realise the considerable opportunity for an improved station and public transport interchange along with major residential and commercial development.

Havering’s Regeneration Strategy (2007 - 2010) aims to take forward the social, environmental and economic regeneration of the borough. Its key themes include a specific commitment to improving transport to support the growth of the borough. Others address the importance of improving the environment and encouraging sustainable development to promote economic and social regeneration and well-being, promoting investment in London Riverside and Rainham to ensure local people benefit from this major regeneration opportunity and encouraging improvements and new investment to strengthen town centres.

The transport theme is particularly relevant to this LIP. It identifies strategic aims of:

- Upgrades to the LTS line including 12-car services with Metro frequency, a new station at Beam Park and extension of the DLR and ELT to Rainham;
- Full implementation of ELT to link Rainham with the north of the borough including Romford and Collier Row; and
- Improvements to station interchanges, bus services and walking and cycling facilities to unlock regeneration potential across the borough.

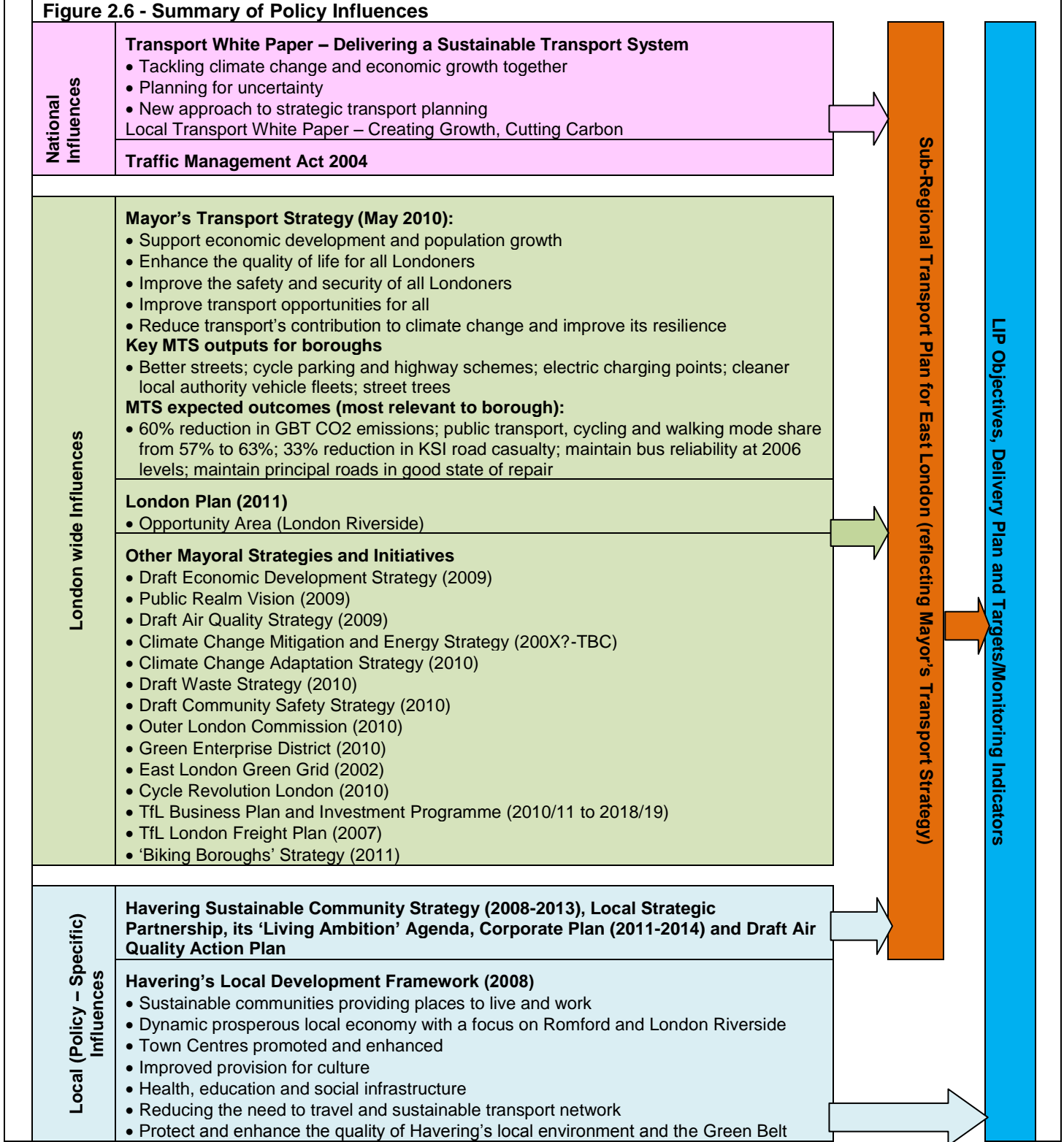
The strategy highlights the importance of better connections to the strategic transport network and good station interchanges, capacity and infrastructure to deal with the demand generated by the proposed scale of commercial and residential development, improved north-south borough links and public transport systems of sufficient quality to encourage people to choose to use them.

The Strategy is currently being reviewed and ‘refreshed’ in recognition of the changed circumstances that are in place since the original one was prepared. It is anticipated that it will highlight the importance of transport being improved so that residents are able to access Havering’s town centres and employment areas. Similarly, it is expected that the revised Strategy will highlight the importance of the area based regeneration programmes for Hornchurch, Romford, Harold Hill and Rainham continued to be implemented (see below).

Havering has adopted area specific regeneration strategies for **Romford, Hornchurch, Harold Hill (‘Ambitions’) and Rainham (‘Compass’)**. They include transport and environmental themes which have influenced this LIP and been reflected in its programmes and projects. Indeed, Havering is already working closely with TfL to deliver LIP related projects as part of the implementation of these strategies. Preparing this LIP has enabled Havering to better link these strategies to the Mayor’s Transport Strategy.

The preparation of this LIP has also considered **Havering’s Housing Strategy** and the emerging **Local Investment Plan**. In addition, regard has also been given to the emerging responsibilities Havering will have for the improvement of public health.

Figure 2.6 - Summary of Policy Influences



2.5. Local Problems, Challenges, and Opportunities

This section identifies Havering's problems, challenges and opportunities in the context of the Mayor's transport goals and challenges. It identifies the main issues for our LIP to address in order to deliver the MTS goals:

- Supporting economic development and population growth;
- Enhancing the quality of life of all Londoners;
- Improving the safety and security of all Londoners;
- Improving transport opportunities for all Londoners; and
- Reducing transport's contribution to climate change and improving resilience.

This section also takes account of the East London sub regional context. TfL's Sub-regional Transport Plan-East London has identified the following challenges:

- Improving connectivity to and within key locations to support existing communities, growth, aspirations for change and improve the quality of the environment;
- Reducing the physical barrier to travel including the River Thames in east London and improve the resilience of the transport network;
- Supporting the efficient movement of goods and encouraging sustainable freight movement;
- Ensuring that the benefit of funded transport investment are

Each MTS goal is considered for Havering in the light of the 'challenges' identified by the Mayor before the appropriate delivery actions for Havering's LIP are identified.

MTS Goal: Supporting economic development and population growth

MTS Challenge: Support sustainable population and employment growth

- East London, including Havering, is expected to accommodate almost a half of London's population growth and a quarter of its employment growth in the period to 2031. Havering's population will grow to almost 277,000 whilst the number of jobs will remain at around 90,000 (Sub-regional Transport Plan Executive Summary-2010). The London Plan (2011) envisages Havering providing 9,700 new homes for the period to 2021.
- The planning policies and regeneration strategies of both the Mayor and Havering direct development pressure to key locations especially London Riverside and Romford. London Riverside is a key part of the extensive regeneration corridor known as the Thames Gateway which is a nationally recognised growth area.
- London Riverside Opportunity Area (as identified by the London Plan (2011)) encompasses 2,500 hectares of land in Havering and Barking and Dagenham. The London Plan (2011) envisages that it will include some 25,000 new homes and 14,000 jobs for the period to 2031. Our own planning and regeneration strategies expect the Havering London Riverside to accommodate a significant proportion of these new homes and jobs.
- Havering's growth in population and employment and the consequential demand and capacity for travel will need to be addressed by increasing public transport provision in the growth areas as well as reducing the need to travel. The Mayor has recognised that the viability of successfully regenerating these areas must be secured through enhanced transport connections. The London Plan (2011) says that 'Substantial improvements in public transport will be needed, building on plans for increased capacity on the C2C rail line, and East London Transit Schemes to serve London Riverside, exploring the potential for additional stations, for example at Beam Park along the current rail corridor, and extended bus services. There is scope to improve connectivity by cycling and walking across the whole area and in particular through implementation of the East London Green Grid'.
- TfL Business Plan (2009/10 - 2017/18) and the London Plan (2011) identify planned infrastructure improvements and enhancements to

London's public transport network within Havering which will partly address the need for further public transport capacity:

- Crossrail – a new east-west railway route under construction will improve accessibility, traffic and transport safety and transport capacity at the same time reducing CO2 emissions. Crossrail will stop at three stations in Havering (Romford, Gidea Park and Harold Wood). Crossrail is scheduled to become operational from 2018/19 at a cost of almost £15 billion. Significant savings in the cost of the project were achieved in late 2010 and were announced as part of the Comprehensive Spending Review.
- Service frequency, capacity increases and 12-car capability on all routes in Thameside South Essex
- Station refurbishment / modernisation programme and public realm improvements.
- London Underground District Line – upgrades are underway to increase peak capacity by 47% by 2018. Signal and customer information upgrade of the District Line in 2014. Re-signalling will improve transport capacity, journey experience/reliability, and accessibility.
- Upminster Depot redevelopment – one of the four major depots for London Underground's sub-surface railway fleet (Metropolitan, Hammersmith & City, Circle and District Lines) to be upgraded to enable maintenance of new fleet to be carried out effectively and efficiently. This is due to be completed in 2015.
- Ardleigh Green Railway Bridge – bridge replacement to provide cost and efficiency savings, improve journey experience and traffic and transport safety. Due to be completed in 2017 at a cost of £15m.
- Elm Park and Upminster Bridge - Station programme to improve and maintain these in good working order ensuring they remain open to all the public and safe. These were completed in 2009.

In addition, the following committed investments in surface transport and corporate programmes are also identified within TfL's Business Plan. These 'generic' planned improvements will increase radial efficiency and connectivity into central London as well as improve accessibility and connectivity on the orbital network'.

- Dial-a-Ride Fleet Renewal.
- Cycle Superhighway roll-out - Connections to Cycle Superhighways 2 and 3 in Redbridge and Barking and Dagenham, respectively. Connections to these radial superhighways will improve transport capacity and journey experience, promote sustainable and active travel choices and improve traffic and transport safety.

- Improved public transport service information systems to benefit passengers and make journeys more convenient and pleasant.
- Havering's LDF Core Strategy Policies CP1 and CP3, the LDF Site Specific Allocations DPD and Romford Area Action Plan DPD, seek to accommodate significant new housing and jobs mainly in the London Riverside and Romford areas whilst recognising that other town centres will also have a role in providing homes and employment. Romford is identified as having the potential for 3,000 new homes.
- Havering's LDF Core Strategy Policy CP9 will help to reduce the need for people to travel by ensuring that uses which generate lots of movement are in locations with good public transport accessibility, by ensuring mixed use developments are in proximity to present and future public transport access and maximising employment for local people in new developments.
- Additionally, as set out in Havering's LDF Core Strategy Policy CP10, and as part of our approach to sustainable travel, Havering's Corporate Plan 2011-2014 and its planning and regeneration strategies set out a commitment to securing strategic transport improvements which are essential in creating demand and attracting private sector investment to support the planned increases in homes and jobs. In most cases, these reflect the Mayor's proposals and they include:
 - Romford Station interchange improvements – to link to wider public realm improvements and major development opportunity at the adjoining site to the south (as identified in the Romford Area Action Plan). The Council is currently involved in a master-planning project with Transport for London and Crossrail for the area adjoining the Station as part of its commitment to delivering an enhanced station for Romford.
 - Faster peak hour trains and platform extensions at Romford Station to cater for 12-car trains and address capacity and overcrowding problems.
 - A new Beam Park station on the LTS railway line - to maximise the future development potential of the south of the borough and to support the housing and employment sites at London Riverside (also including CEME). A new station will also assist in promoting its tourism and leisure destination role. A business case study for a new station has been completed by the Council, the London Development Agency and the London Thames Gateway Development Corporation and supports the provision of a new station here. A Railsys timetable analysis has shown that a new station will not require additional rolling stock and would only need minor timetable changes.

- Improvements to LTS railway via Rainham and Upminster - to support planned regeneration strategies including the provision of 12-car trains on the Tilbury loop and more frequent services.
- Rainham Station bus and rail interchange - enhancement and improvement of the station and interchange and extension of bus services to support planned regeneration of Rainham village and London Riverside including the 'Wildspace' destination.
- East London Transit - extension from Dagenham Dock to Rainham (and subsequently to Romford and beyond) and its future tram upgrade).
- Docklands Light Railway - extension to Dagenham Dock.
- Creek Bridge crossing - public transport link to provide orbital bus routeing.
- Improvements in the orbital bus service - including north - south linkages and to serve London Riverside where improvements are necessary to achieve sustainable communities.
- In addition our policies seek to:
 - Secure improvements to walking and cycling facilities (for example, better signage, cycle parking and cycle hire) to unlock regeneration potential across the borough.
 - Relate maximum parking standards to public transport accessibility.
 - Ensure new developments incorporate and maximise the needs of pedestrians and cyclists in design and layout and minimise travel distance to public transport nodes/hubs.
 - Ensure new developments do not overload the capacity of the public transport and strategic highway networks.
 - Use Section 106 contributions to align developers' contributions to our planning and regeneration priorities including issues identified in this LIP strategy.

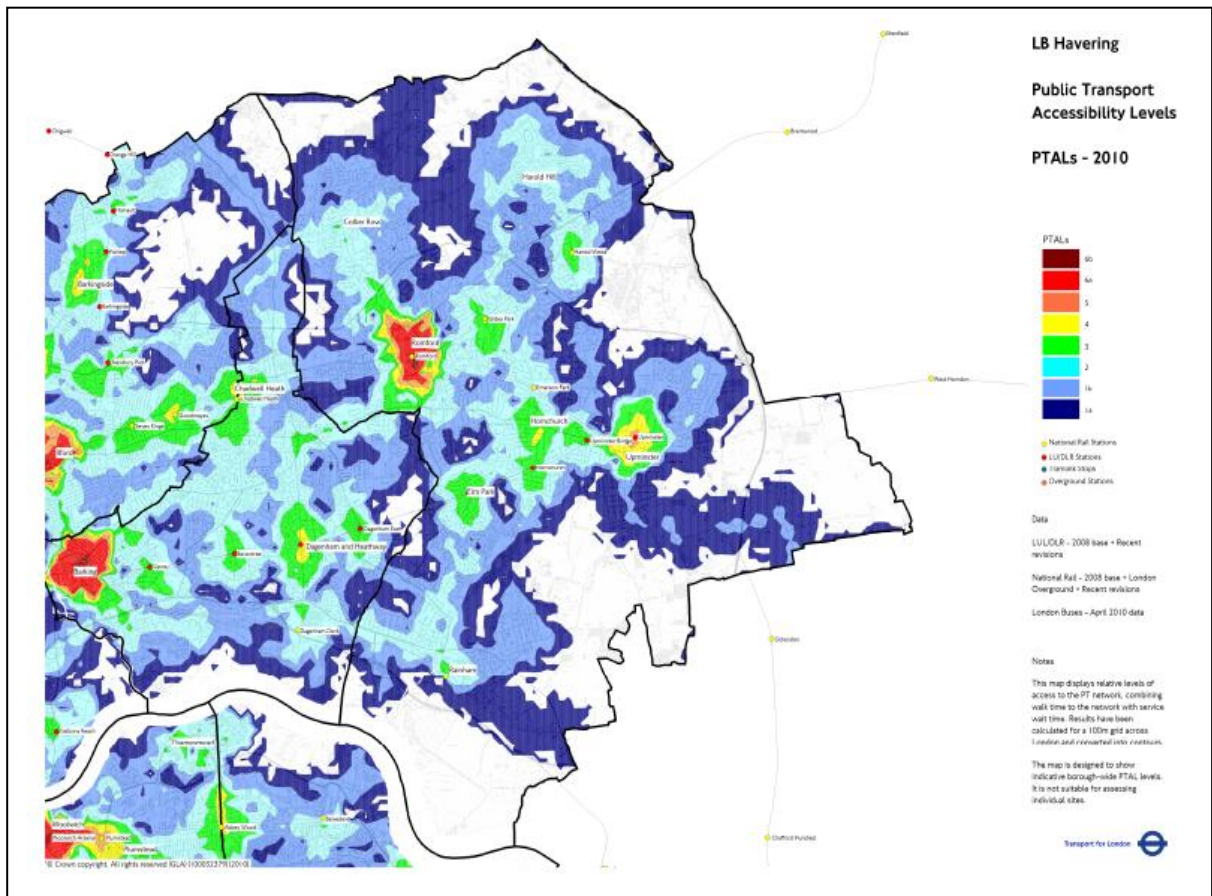
MTS Challenge: Improve transport connectivity

- While Havering is well served by radial transport connections to Central London, Essex, the South East and Europe, it has local connectivity 'gaps' especially in more rural parts of Havering and in Rainham. The importance of securing improvements is identified in the Corporate Plan 2011-2014.
- Local buses and the Romford to Upminster branch line provide connections within the borough. Romford is a major public transport destination and has a multi-modal interchange with very good to excellent

accessibility. There are similar levels of accessibility at the local rail stations at Gidea Park, Harold Wood, Emerson Park, Upminster, Hornchurch, Elm Park and Rainham.

- Outside of the public transport hubs, in keeping with other Outer London boroughs, accessibility (as evidenced by PTAL assessments) is generally lower (PTAL of 2 and less). (See Figure 2.7).

Figure 2.7 – PTAL for London Borough of Havering



(Transport for London, 2010)

- Improved local connections to the strategic transport network and station interchanges will benefit Havering’s economy and its residents. Site Specific Allocation ROM SSA6 of the Romford Area Action Plan of the LDF seeks to secure major interchange improvements at Romford Station with the redevelopment of the Romford Station Gateway site, better integration with the adjoining bus station and links to the town centre, and the implementation of Crossrail services. This would enhance employees’

access to jobs in the borough with positive implications for Havering's economy. The Rainham 'Compass' regeneration initiative seeks to secure bus and rail interchange improvements at Rainham to enhance access to Rainham village and London Riverside.

- Havering will need to work with TfL, Network Rail, and rail franchises as well as other key stakeholders to achieve delivery of the committed enhancements to the Underground and surface networks.
- Havering LDF Core Strategy Policy CP10 identifies that we will also need to work with TfL and London Buses to increase bus capacity within the borough and to secure better links to specific areas and/or facilities such as Havering-Atte-Bower and Rainham railway station, respectively.
- Improvements to the public realm using 'Better Streets' principles, will enhance Havering's town centres and employment areas including their connections to public transport interchanges particularly for pedestrians and cyclists as well as making these areas more attractive places and helping to stimulate economic investment. Such measures are already being progressed through Havering's various regeneration strategies such as those for Romford, London Riverside (including Rainham) and Hornchurch. The Council has, for some years, progressed Area Based scheme initiatives in these locations and is keen to continue this work by means of TfL's Major Schemes programme.

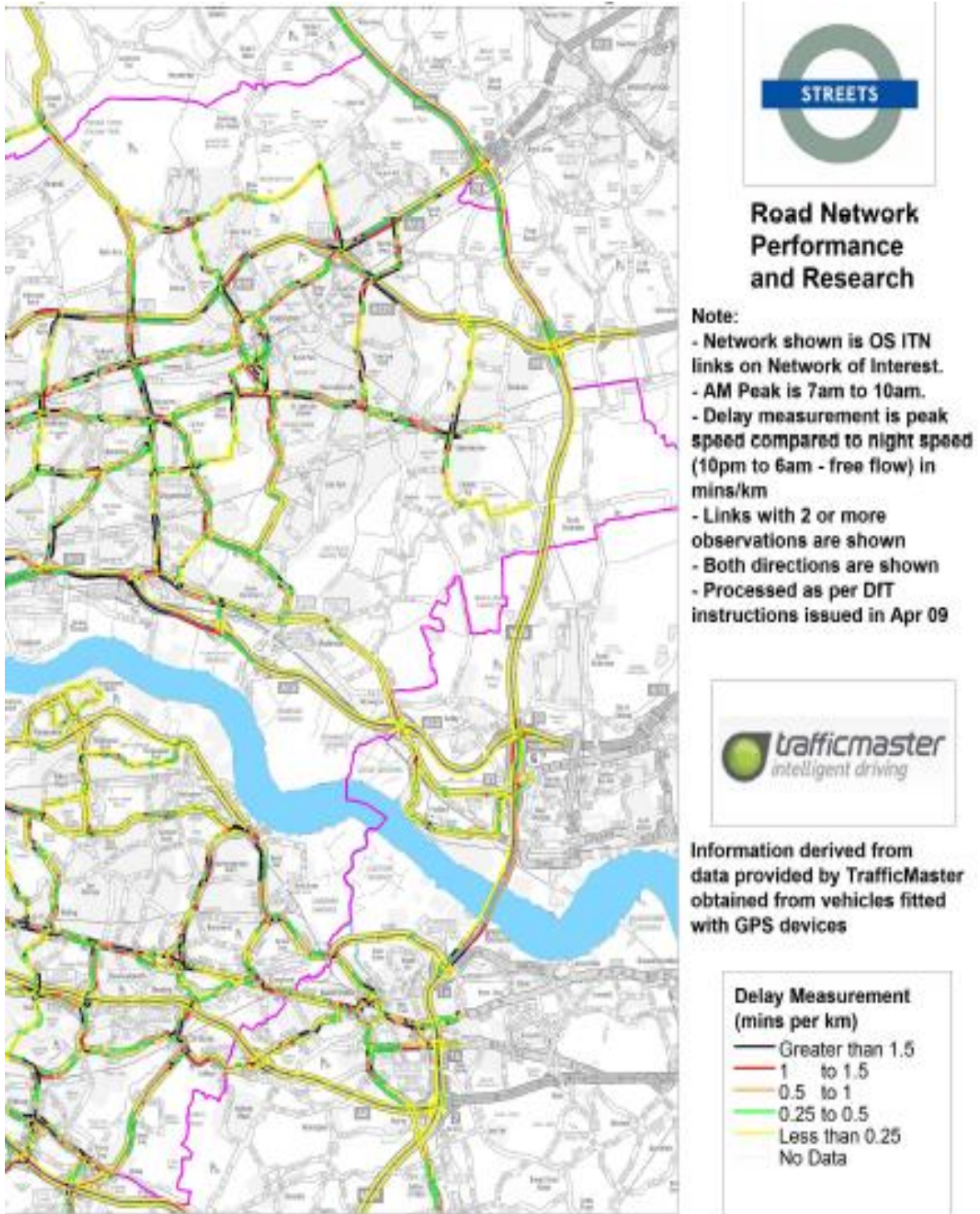
MTS Challenge: Deliver an efficient and effective transport system for people and goods – smoothing traffic flow and improving public transport reliability

- Significant growth in population and the economy across East London will lead to more congestion. Romford and its surrounding highway network has key access and movement issues and localised congestion (Sub-regional Transport Plan Executive Summary - 2010). The Council's 'Your Council Your Say' survey in 2010 highlighted that congestion is a key concern for many residents.
- The reliability of Havering's highway network is a key issue which has a 'follow on' impact on bus reliability and the freight industry as well as likely adverse impacts on the environment including the health of residents. 'Growing' the economy is a key part of the Corporate Plan 2011-2014 (Outcome 3.4). Tackling movement issues for vehicles and people will help support local businesses.
- Reflecting its location as an outer London Suburb where cars have an important role in travel, traffic volume in Havering increased by 15% between 1993 and 2008 (on average there has been a 5% reduction on average London wide). Overall traffic levels to/from Romford Town Centre

have increased by 1.5 % between 2001 and 2010 although individual routes have shown higher and lower growth. The two way average weekday flow across the 58 Havering roads assessed annually has grown by 1.4% for between 2001 and 2010.

- Average car speeds during the morning, inter and afternoon peak periods (of 48, 50, and 45 kph) are well above the outer London average, but Havering does experience congestion. The worst 'hotspots' include Romford and some of its approaches and parts of Hornchurch and Upminster (see Figure 2.8).
- East London has a lot of London's freight industry because of its proximity to the M25 and Europe. Congestion is also a significant challenge for road freight within the Sub-region because of the severance caused by the River Thames and the reliance on existing river crossings at Rotherhithe, North Greenwich, Woolwich, and Dartford. Removal of the charges for crossing at Dartford would help address the congestion issues that occur here.
- Congestion on strategic links (like the M25, A12, and A13) makes transport and distribution planning more difficult, time consuming and costly than it need be. At a local level, loading and unloading at inappropriate places can cause congestion and have safety implications. Tackling congestion would benefit London's freight movements as well as servicing for businesses in Havering both of which support the local and wider economy.
- Journey times on Havering's high frequency bus routes have improved over the last few years but have not on low frequency routes (TfL Benchmarking Data on Bus Service reliability).
- The average excess wait time on high frequency bus routes is 0.95 minutes whereas the London average is 1.12 minutes. Slightly fewer low frequency routes are 'on time' compared to London (78% compared to 81%).
- Improving the reliability of the transport network and ensuring smoother traffic flows in Havering is crucial for us all. Havering has begun to tackle this issue in Romford with its Network Management Strategy (2006), the Romford Movement Study (2008/09) and the current Main Road and North Street Corridor Studies (2010/11). Both studies have been funded by TfL through the LIP process and are expected to be taken forward from 2011 /12.
- A more efficient and effective highway network will also help to mitigate adverse environmental issues generated by congestion.
- Rail freight has an important role in the Sub-region and the wider Thames Gateway in Essex and Kent. Businesses in Havering receive rail freight and rail freight also passes through the borough.

Figure 2.8 – Congestion ‘Hotspots’



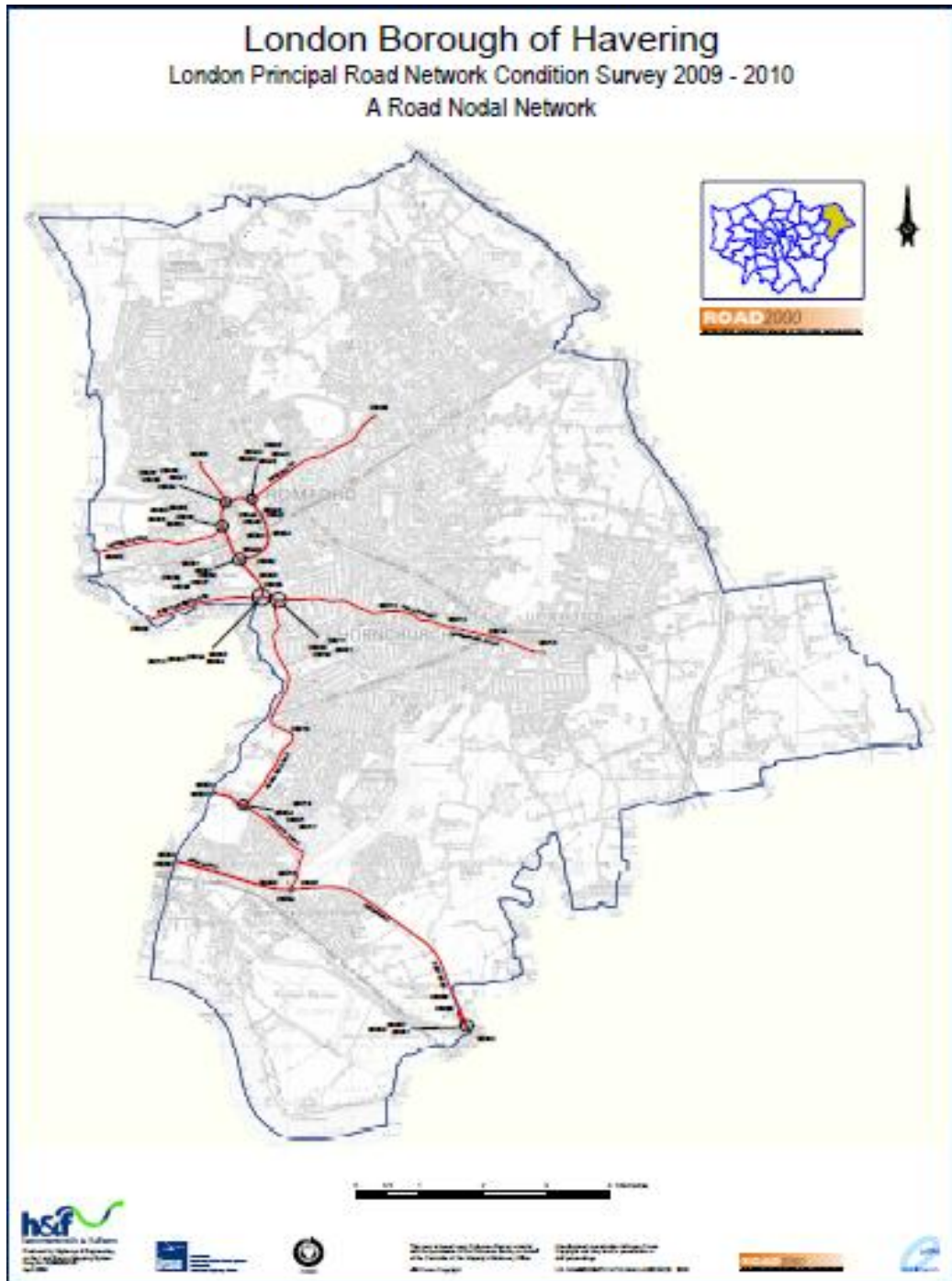
(May 2009 Average Delay, East Sub Region Transport Plan, 2010)

- Havering LDF Core Strategy Policy CP10 identifies that we will work with TfL and other stakeholders (including other boroughs) to improve freight services and facilities for East London including:
 - Improvements in servicing for businesses including ‘break bulk’ facilities and better facilities for shops and business premises;
 - Freight consolidation depots;
 - Promotion of freight recognition schemes and service and delivery plans;
 - Access to rail freight interchange facilities;
 - Enhanced use of the River Thames for freight and passengers;
 - Integration of river services into the public transport system; and
 - Safeguard and redevelopment of wharves for freight.
- Havering will work with TfL and other stakeholders to explore opportunities for passenger services on the River Thames to be extended eastwards.
- The above initiatives will also contribute to MTS goals of CO2 emissions, quality of life, population growth and economic development.

MTS Challenge: Deliver an efficient and effective transport system for people and goods – maintenance

- As a result of investment enabled by TfL funding for the maintenance of Havering’s Principal Roads, and the use of significant Council monies to supplement this, roads in Havering are amongst the best maintained in London and only relatively short lengths need repairing (TfL Benchmarking Tool 2010). (See Figure 2.9). The Corporate Plan 2011-2014 highlights the importance of maintenance and cleansing on the road and pavement network (Outcome 1.1).
- Funding for Havering’s highways structures (bridges, culverts and retaining walls) has not kept up with road maintenance in the past few years. Havering has recently started to address this and it has enabled development of an implementation plan with prioritised remedial works (such as strengthening) for key locations.
- The maintenance and service delivery strategies in Havering’s Highways Asset Management Plan are based on long term, sustainable use of resources and minimising whole life costs to achieve “Lifecycle” maintenance.
- Ensuring that all Principal Roads and bridges are in a good condition is a high priority for Havering and key locations and structures such as junctions, roundabouts and bridges will be monitored.

Figure 2.9 - Principal Roads in Need of Maintenance in 2009/10



(2009/10, DVI database, London Borough of Hammersmith and Fulham)

Summary of Delivery Actions - Supporting economic development and population growth

In order to deliver the MTS goal of 'Supporting economic development and population growth' Havering will:

1. work with TfL in delivering and enhancing its public transport capacity including key committed infrastructure projects such as Crossrail. It will also support the delivery of other projects to improve the local railway network as well as Underground and surface transport improvements and interchange improvements at Romford railway station.
2. work with TfL and other stakeholders to deliver crucial public transport infrastructure projects in our priority regeneration areas in line with our LDF Core Strategy Policies CP1, CP2, CP3 and CP10, and in the Romford Area Action Plan. These will include a new station at Beam Park (as supported by recent studies), better bus and rail interchange facilities in Rainham, increased capacity and frequency on the LTS railway line, the extension of the Docklands Light Railway and East London Transit from Dagenham Dock to Rainham, enhanced bus services to Rainham Village and the wider community and London Riverside Business Improvement District and improvements to local bus stops. Havering will encourage transport providers to provide passengers with timely and reliable information about their services to make travelling easier and more convenient.
3. in line with the Corporate Plan 2011-2014 (Outcome 1.6), continue to tackle congestion and promote measures to address this through traffic studies and network and travel demand management (including the promotion of sustainable travel modes). This may include addressing issues at locations outside Havering such as the Dartford Crossing as congestion at these can adversely affect the borough. It will encourage mixed use development in appropriate locations and guide development that has significant travel demand to sites with good access to public transport. Recent traffic studies work has focussed on Main Road and North Street which are important links into and out of Romford Town Centre.
4. work with TfL and London Buses to improve bus journey time and reliability throughout Havering but especially on routes serving Romford and London Riverside.
5. promote and deliver projects based on 'Better Streets' principles in the priority town centres in line with the Corporate Plan 2011-2014 (Outcome 3.4).
6. encourage improvements to servicing access to retail and commercial premises throughout Havering but particularly for Romford.
7. recognise the importance of freight movements in East London and work with TfL and other stakeholders to achieve a 'step-change' in the efficiency of logistics to / from and through Havering and the Thames Gateway.
8. continue to enhance and maintain Havering's Principal roads, highway structures

and bridges to a high standard in line with the Corporate Plan 2011-2014 (Outcome 1.1).

9. enhance cross local authorities transport connections into and out of London especially of sustainable travel modes of public transport, cycling, and walking to and between population and employment areas in line with the Corporate Plan 2011-2014 (Outcome 1.6).

MTS Goal: Enhancing the quality of life of all Londoners

MTS Challenge: Improve journey experience

- Havering commuters experience overcrowding on the LTS and the Underground District Lines in both Havering and central London (Sub-regional Transport Plan Executive Summary - 2010).
- Romford railway station is already very busy with almost 7.4 million passenger movements each year (Rail Statistics, Office of Rail Regulation 2009). It is expected that it will get busier with Crossrail and that the other stations served by Crossrail will also see increased passenger numbers.
- There is a pressing need already for improvements to the passenger 'experience' at Romford Station to ensure that it provides a suitable environment for all travellers and is a positive reflection of Romford as a leading town centre in East London. Improvements should focus on an enhanced public realm, better community safety and security, better signage and more convenient interchange 'connectivity' between the station and the adjoining bus stops. Opportunities should be taken to improve the information available to travellers to make their journeys more convenient. The current pedestrian route along the north side of the railway line (The Battis) linking South Street to Waterloo Road needs to be enhanced as it provides a poor pedestrian environment and is a crime 'hotspot'. The opportunity at the station is recognised in our LDF Romford Area Action Plan Site Specific Allocation for Romford Gateway (ROM SSA6).
- Upminster station is also very busy with around 7 million passenger movements each year made up of 2.5million using the surface trains and 4.4million using Underground services (Rail Statistics, Office of Rail Regulation 2009 and LU Performance TfL 2003-2009).
- Havering's LDF Core Strategy Policy CP10 promotes sustainable alternatives to the car to reduce congestion and to make it easier to get around. This will help improve the quality of life in Havering and help deliver the Corporate Plan 2011-2104 (Outcomes 1.6 and 4.5).

- Tackling congestion on the highway network (see above) will reduce delays for all road users including pedestrians, cyclists, public transport users, and other vehicles, especially during the morning peak period.
- A residents' satisfaction survey (titled 'Your Council Your Say') sent to every household in the borough in January/February 2011 was completed by 12,000 residents: this revealed that congestion and road and pavement repairs are the issues that residents afford the highest priority, indicating the importance of journey experience to local residents. This has been reflected in the priorities set out in the Corporate Plan 2011-2014 (Outcome 1.1)

MTS Challenge: Enhance the built and natural environment

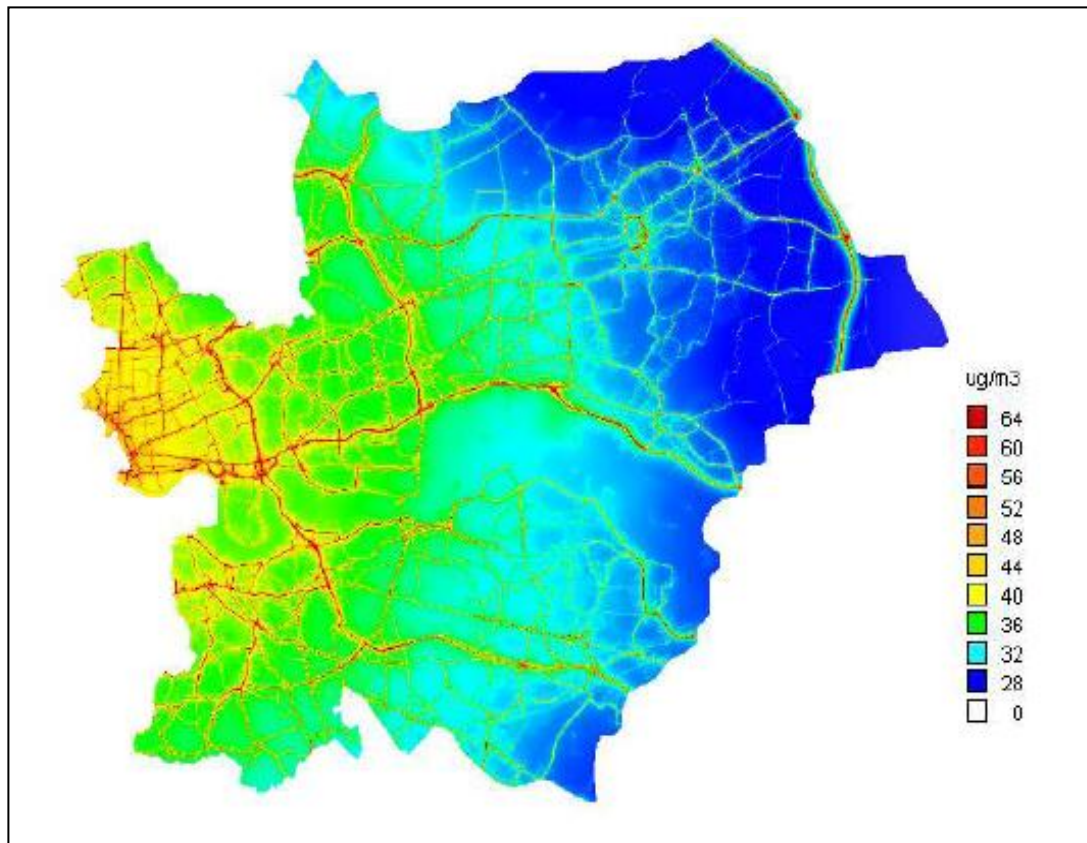
- The importance of securing public realm improvements in East London has been recognised (Sub-regional Transport Plan Executive Summary – 2010).
- Havering's urban realm quality is generally good. There are, however, opportunities for 'Better Streets' projects to enhance both the quality of life and the vitality of the key town centres by delivering public realm improvements and achieving better integration with public transport. The Corporate Plan 2011-2014 recognises the role of these initiatives (Outcomes 1.4 and 3.4).
- Our regeneration strategies recognise the scope for environment improvements to promote economic and social regeneration in the borough. Havering has already undertaken/is progressing several projects e.g. 'Greening the Ring Road' in Romford, public realm and streetscape improvements in both Romford and Hornchurch and accessibility improvements to services and facilities and 'de-cluttering' in Harold Hill as well as public realm improvements in Rainham. Our LDF Core Strategy Policy CP4 recognises the importance of qualitative improvements in town centres and highlights the scope for developer contributions to help deliver these.
- Havering has considerable scope for further works particularly under the 'Major Schemes' programme. This will enable 'step-change' improvements to be achieved across extensive parts of our town centres such as Romford and Hornchurch to assist in attracting investment so that Havering can address the competition provided by other centres such as Lakeside, Bluewater and Westfield Stratford. These initiatives are addressed through the Corporate Plan 2011-2014 (Outcome 3.4).
- Our parks and open spaces already make a significant contribution to the quality of life in Havering. The 'Greenways' and 'Wildspace' projects have the potential to make important contributions to this. Opportunities will be

sought to enhance the accessibility of these as well as to the more established parks and open spaces and open countryside. Havering's LDF Core Strategy Policy CP7 highlights the opportunities afforded for informal recreation in the countryside including for walking and cycling. The important role of the natural environment is highlighted in the Corporate Plan 2011-2-14 (Outcome 1.5).

MTS Challenge: Improve air quality

- Reducing air pollution from road transport is a key challenge in East London. The north of the borough is especially badly affected by pollution emissions and this is almost entirely attributable to road traffic. (Figure 2.10). All of Havering was declared an Air Quality Management Area in 2006. Havering's LDF Core Strategy Policy CP10 recognises that promoting sustainable alternatives to the car will help reduce air pollution. In line with the Corporate Plan 2011 -2014 (Outcome 1.6), it is planned to take forward the initial work which informed the preparation of the draft Air Quality Action Plan. Recent traffic studies in Main Road and North Street have been taken forward to identify potential solutions to the congestion in these roads which contributes to pollution.
- Most of Havering is in the Mayor's London Low Emission Zone (LEZ) which came into effect in early 2008 to help address air pollution issues. Whilst Havering has supported the principle of improving air quality from the introduction of the LEZ, it considers that a balanced approach should be taken which takes into account the economic implications of vehicle operators being required to replace or upgrade their vehicles to comply with the phased introduction of the LEZ.
- Havering planning policies are directed at reducing the need to travel by promoting linked trips, reducing commuting lengths and also promoting more sustainable forms of travel to address air quality issues.
- Securing improvements in freight movements will assist in improving air quality.

Figure 2.10 – Map of Predicted Annual Average Nitrogen Dioxide Concentration, 2006



(Figure 46: NO2 annual mean concentrations (ug/m3), 2006, East Sub Regional Transport Plan, 2010)

MTS Challenge: Improve noise impacts

- Ambient noise from transport impacts on the quality of life of residents and affects health and well-being.
- Higher noise levels are associated with the M25 motorway and the A13 and A12 trunk roads running through the Borough.
- Havering's LDF Core Strategy Policy CP15 highlights the importance of avoiding sensitive uses being exposed to excessive noise. Havering will use its development management role and responsibility to protect against noise creep and to ensure that the borough is not adversely affected by noise particularly from transport related sources such as freight traffic.

MTS Challenge: Improve health impacts

- Most of Havering's residents enjoy good health but 'pockets' of poor health and low physical activity exist. There is scope for the programmes and projects in this LIP to make a worthwhile contribution to improving the health of residents in Havering (such as tackling obesity and coronary illnesses) with the promotion of more active travel choices such as walking and cycling and also addressing some of the adverse effects of transport such as pollution. Havering's LDF Core Strategy Policy CP7 recognises the opportunities provided by informal recreation such as walking and cycling to deliver health benefits. This is also reflected in the Corporate Plan 2011-2014 (Outcome 4.5).
- Havering's current walking and cycling rates (as with other Outer London boroughs) are relatively low but comparable with Outer London boroughs. Both are much lower than Inner London (LIP Benchmarking Tool, LTDS 2006 to 2009).
- Havering has led the way in London for achieving excellent results in its smarter travel programme for schools. Almost half of the trips to school are undertaken by foot and cycle whereas cycling and walking account for less than 10% trips to work (2007 - 2010) (PLASC Schools Census Data and LIP LTDS).
- Increased potential walking and cycling trips (as both origins and destinations) have been identified in Havering with potential 'clusters' around Romford, Hornchurch, Upminster, Harold Hill, Harold Wood and Rainham (Sub-regional Transport Plan - 2010).
- Havering has already recognised how cycling and walking can deliver better health, change behaviour and have environmental and social inclusion benefits. Our 2005/06 walking and cycling strategies, 'Biking Borough' Strategy (2010), and Physical Activity Sustainable Modes of Travel strategies are all evidence of this as is the commitment in our first LIP and other planning and regeneration strategies.
- Our LDF will help us address the challenge of getting more people to walk and cycle. Nevertheless, converting 'potential' into cycle volumes will require substantial and continuous effort, funding and resource from both regional and local government interventions and will need to be considered in the light of other local priorities. Delivering the 'Biking Borough's' Strategy will help address Outcome 1.6 of the Corporate Plan 2011-2014.
- In addition, promotion of healthy lifestyle and physical activity is a key priority with programmes developed with our collaboration with Health Centres/GP surgeries/Age Concerns, 'buggy walks' with Children's

Centres, Healthy School initiatives with Children Services and Bikeability cycle training for both children and adults.

Summary of Delivery Actions – Enhancing the quality of life of all Londoners

In order to deliver the MTS goal of ‘enhancing the quality of life of all Londoners’ Havering will need to:

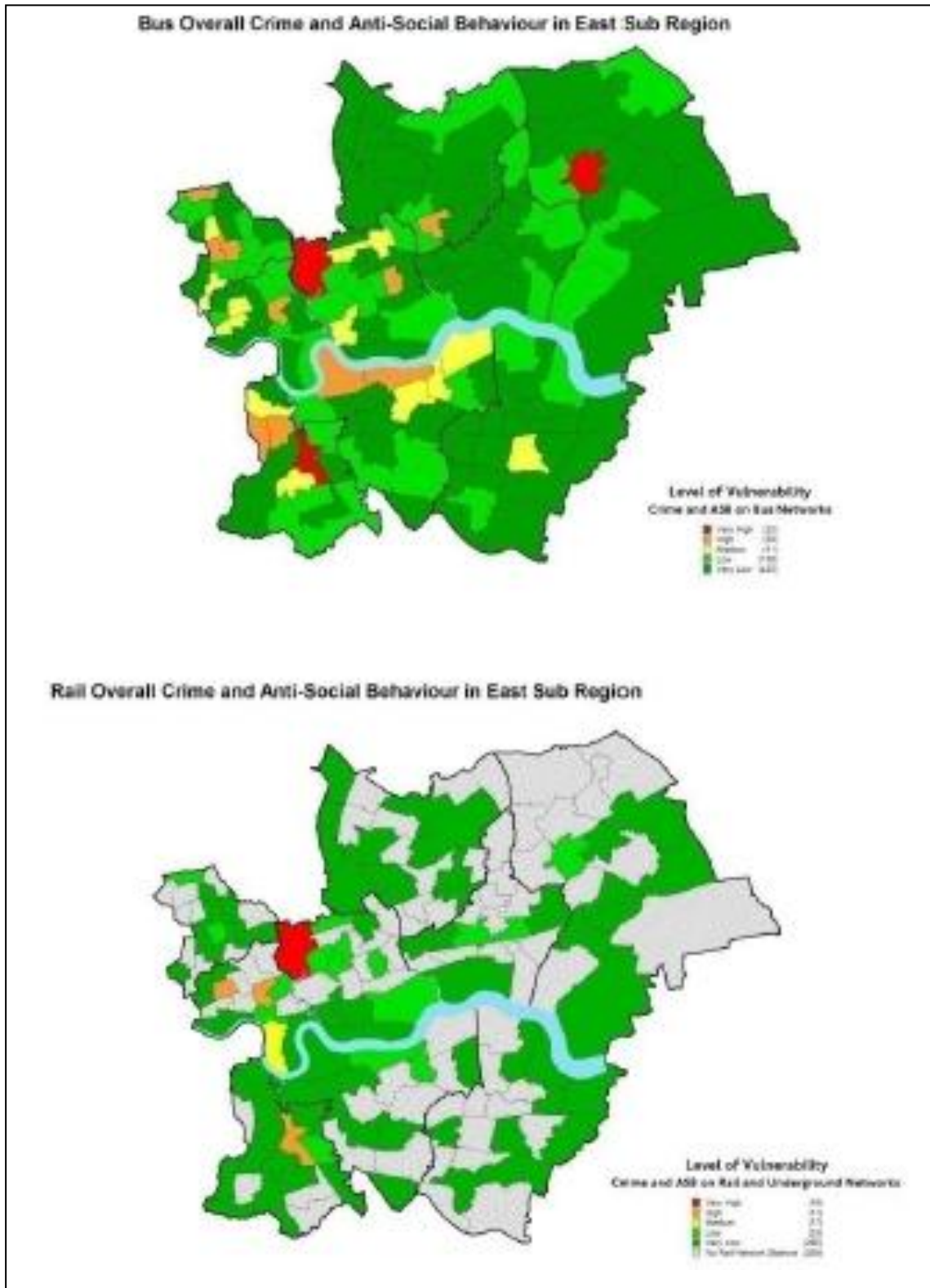
10. work with TfL and other stakeholders to ensure Romford railway station provides a ‘step change’ improvement in the passenger ‘experience’ consistent with Romford’s role as a leading Metropolitan Centre and a leading town centre in Outer East London and the opportunity provided by Crossrail and pursue enhancements to Havering’s other bus and rail interchanges including Rainham.
11. continue to work with TfL and other stakeholders to address the adverse impact of overcrowding and congestion by securing increased train capacity and frequency of services (for example on the LTS railway line), improving access in and around stations and community safety.
12. build on the improvements we have already secured in our town centres and use ‘Better Streets’ principles, and our ‘Major Schemes’ proposals, to deliver improvements to the quality of the streetscape in our priority town centres (principally Romford, and Hornchurch but including others such as Harold Hill and Rainham) to help deliver physical, social and economic regeneration.
13. work with TfL and other stakeholders to provide and enhance accessibility to public parks and open spaces. Improved access to the unique opportunity provided with the ‘Wildspace’ project at Rainham, Wennington and Aveley Marshes at London Riverside will be sought through better bus links to the London Riverside and Rainham Village along with a new railway station at Beam Park to serve the south of the borough.
14. in line with the Corporate Plan 2011-2014 (Outcome 1.6), work with TfL and other agencies to achieve improvements in air quality via its Draft Air Quality Action Plan and build on the Council’s comprehensive and complementary programme of interventions including Smarter Travel Initiatives, Technology Infrastructure and Sustainable Travel Infrastructure and Access.
15. incorporate appropriate noise mitigation in future transport projects to protect residents and the environment and prevent noise creep.
16. in line with the Corporate Plan 2011-2014 (Outcome 4.5), continue to work with TfL and other agencies to fulfil the potential for more people to walk and cycle as part of healthy travel behaviour and to address health issues in our residents with illnesses such as COPD and obesity. Delivering the ‘Biking Boroughs’ Strategy will assist in meeting this part of the Plan.

MTS Goal: Improving the safety and security of all Londoners

MTS challenge: Reduce crime, fear of crime and anti-social behaviour

- The overall level of crime and anti-social behaviour on the bus and rail network is not significant but may increase with the expected population growth (Sub-regional Transport Plan - 2010).
- Havering has some localised 'hotspots' of bus crime and anti-social behaviour in Romford (Figure 2.11), Harold Hill, and Hornchurch. There are higher levels of crime in inner London and south of the River between Greenwich and Woolwich.
- Crime in Havering represents a very small part (around 2%) of London's overall crime (Havering's Community Safety Strategy and Havering crime data). Nonetheless, the Corporate Plan 2011-2014 is committed to maintaining the low crime rate and making people feel safe (Outcome 1.2).
- Feeling unsafe and vulnerable can deter people from travelling. It needs to be addressed if more people in Havering are to use public transport and our town centres are to have a wide appeal.
- The Council's 'Respect in Romford' campaign has made Romford a safer and more pleasant place at night and increased public perception of safety in the evening.
- Havering has complemented this with a successful programme of street pastors, taxi 'marshals', specific initiatives by the Police (such as 'drug dog' patrols) and better CCTV coverage and street lighting. This programme is complemented by provision of alternative entertainment for teenagers.
- Romford offers a choice of well-managed leisure and entertainment venues and their operators work hard to provide a safe and welcoming night time environment for their customers. These efforts are recognised by the Havering Night Life Awards launched in 2008.

Figure 2.11 – Bus and Rail Overall Crime and Anti-Social Behaviour

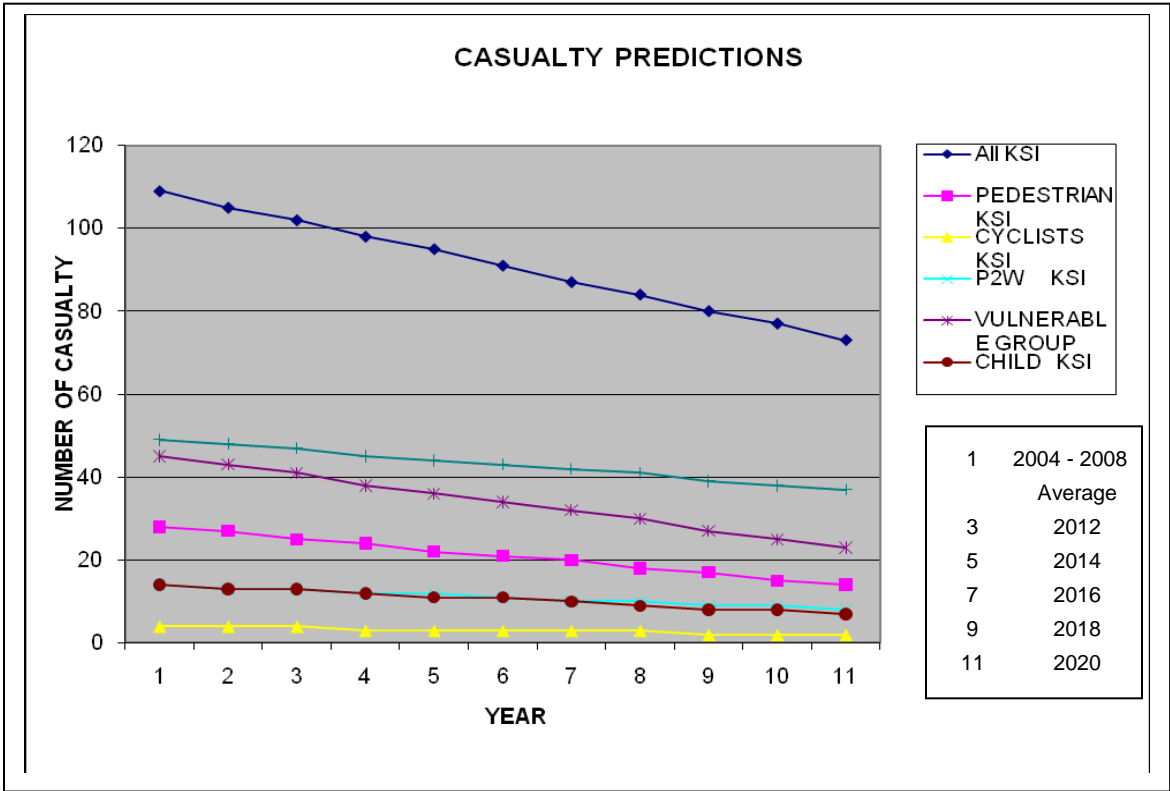


(Figure 62 East Sub Regional Transport Plan, 2010)

MTS challenge: Improve road safety

- Havering has achieved a significant reduction in the numbers of road casualties. Statistics on the number of killed and seriously injured casualties (KSIs) on Havering’s roads recorded an overall reduction of 48% between 1994/98 and 2006/08. Individually, the reduction figures are very positive with a reduction of 63% for child KSIs and 68% for cyclist KSIs. The reductions in KSIs for pedestrian and motorcyclist KSIs (22% and 29%, respectively) are not as marked.
- There is a downward trend in all KSI and total casualty statistics which reflects the position across London and in particular the links between funding availability and casualty reduction (Figure 2.12). This trend is also observed in slight casualties. (TfL, London Road Safety Unit for 2009 LIP1 Data Reports).

Figure 2.12 – Accident Historic and Trajectory



(Havering 2010)

- The casualty rates for different modes of travel in Havering are 70% travelling by cars, 11% were pedestrians and 3% were cyclists (TfL's benchmarking statistics 2010). The London-wide statistics are 46%, 18% and 11%, respectively. The explanation may be that there is high car ownership and usage in outer London and the presence and proximity to several heavily trafficked principal highways.
- The targets for reduction in KSI and all casualties are challenging but Havering has gone a long way in achieving these as reflected in its position in the top quartile of pan London performance with recorded reduction of 48% in KSI and 35% all casualty.
- Havering's LDF Core Strategy Policy CP10 highlights the role that sustainable travel may have in improving road safety.
- Havering will continue to seek improvements in road casualties by continuing to implement casualty reduction measures. These will be focussed on priority locations and include such 'tools' as speed awareness signage, road signs and markings, better pedestrian facilities, speed humps, junction improvements. Opportunities to promote better safety through training and education of all road users will also be considered.
- Havering will work with its local partners through collaboration and partnership to tackle speeding 'hotspots' as well as work with employers to promote driver training particularly for their HGV (heavy goods vehicle) drivers via the Freight Operators Recognition (FOR) scheme initiated by Transport for London. TfL currently provides free training days to raise cycle awareness.

MTS Challenge: Improve public transport safety

- Public transport in London is generally very safe but continuing improvement is the aim across all of London particularly as the demand for public transport increases.
- TfL surveys indicate that a high proportion of people do not use public transport through fear of crime or anti-social behaviour or cannot access places they want due to safety or severance issues.
- Havering is working with schools and the Police Safer Transport Team to cut down bad behaviour on buses and to educate students about anti-social behaviour, and the responsibilities for users of Oyster cards. In September 2010 ten secondary schools took part in the "Busted" project to design a poster highlighting a particular anti-social behaviour and the consequence.

Havering will explore opportunities associated with 'Better Streets' principles to make public transport a more attractive option (especially for

vulnerable people such as older persons, women and people travelling alone) particularly at interchanges. The Corporate Plan 2011-2104 sets out Havering’s intention to maintain low crime rates and make people feel safe (Outcome 1.2).

Summary of Delivery Actions – Improving the safety and security of all Londoners

In order to deliver the MTS goal of ‘improving the safety and security of all Londoners’ Havering will need to:

17. work with TfL and other stakeholders to make public transport more attractive by reducing crime and fear of crime and anti-social behaviour on public transport and in town centres. Havering will prioritise ‘hotspots’ such as Romford for interventions. The night- time economy will be a particular focus. These initiatives will accord with the Corporate Plan 2011-2014 (Outcome 1.2).
18. in line with the Corporate Plan 2011-2014 (Outcome 1.2), work with TfL and other stakeholders to ‘design out’ features in the public realm that could give rise to crime and anti-social behaviour especially in vulnerable neighbourhoods.
19. work with TfL and local partners to ensure continual reduction in all casualties through the core activities of physical highway and infrastructure engineering works, smarter travel initiatives, education and training, and enforcement programmes.

MTS Goal: Improving transport opportunities for all Londoners

MTS Challenge: Improve accessibility

- The challenge of improving accessibility in London is recognised by the Mayor’s draft Accessibility Implementation Plan which explores further detail and options relating to accessibility measures identified in the MTS. Havering supports the approach that the Mayor is taking and has identified particular issues and themes for the borough that it is keen to work with the Mayor to address.
- Whilst improving bus connectivity is a key priority (particularly in more rural areas and to Rainham and London Riverside), it is also important that Havering has a public transport system which can be used by everyone. Havering’s LDF Core Strategy Policies CP10 and CP17 highlight the

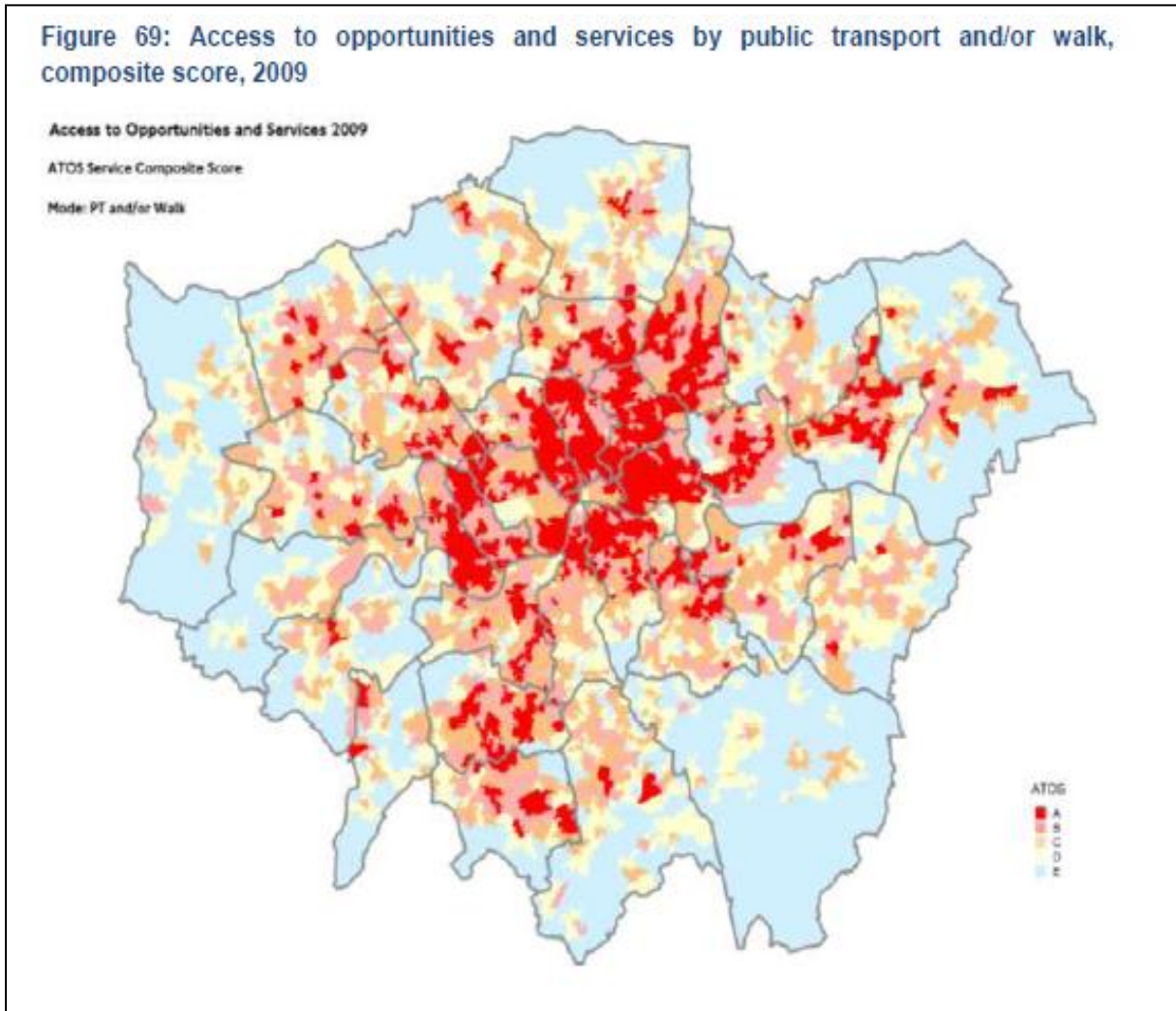
importance of 'design' and its role in increasing public transport accessibility.

- An 'accessible' transport system broadens the transport horizons and will deliver benefits to all its users. However, enhancing accessibility is not just about 'step free' access. It is also about ensuring staff are well trained and responsive to the needs of all users, better quality and more convenient interchange opportunities, better information on travel and enhanced communications.
- Although all buses in this region are 'accessible', Havering has fewer 'accessible' bus stops than the rest of East London (only a third are fully DDA compliant). 96% (110) of all Havering's junctions meet the BV165 criteria⁶ of 'dropped kerbs, tactile paving, audible and tactile signals'. Two of the six junctions on the TLRN in Havering are not fully compliant.
- Following recent investment in major projects, East London has a relatively high provision of physically accessible rail transport with 'step free' access stations on the eastern sections of the Underground District and Jubilee Lines and the DLR. It is anticipated that the proposed Crossrail stations will provide 'step free' access.
- TfL's assessments suggest some Havering residents have poor access to opportunities and local services (food shopping, GP, and primary schools), (although other boroughs such as Barking and Dagenham and Redbridge also have poor access to GP services). There is better access to open spaces, further education colleges and secondary schools. The Corporate Plan 2011-2014 sets out Havering's intention to work with its partners in the health services to improve access to medical facilities including the Queen's Hospital in Romford (Outcome 4.5)
- Although most of Havering's working population (82%) has access to public transport this is low compared to other London boroughs.
- Figure 2.13 shows the composite accessibility core for all areas in London by public transport and/or walk with 'A' representing the highest level and 'E' the lowest level of access. In Havering, our score ranges from high 'A' and 'B' in Romford and the major district centres to 'D' and 'E' in the smaller local centres and more rural areas.
- Havering is tackling access to employment opportunities and services as a key priority. Havering's LDF Core Strategy Policy CP10 recognises that sustainable travel has a role in addressing social exclusion. It is also reflected in our Sustainable Community Strategy, the 'Living Ambition' agenda and our Regeneration Strategy. In particular, we want to realise the significant opportunities for local people that will come from the

⁶ BV 165 measures the percentage of pedestrian crossing with facilities for disabled people as a proportion of all crossings in Havering. This statistic was last tracked in 2007/08.

planned major growth in the Thames Gateway (especially at London Riverside) and in Romford.

Figure 2.13 – Access to opportunities and services

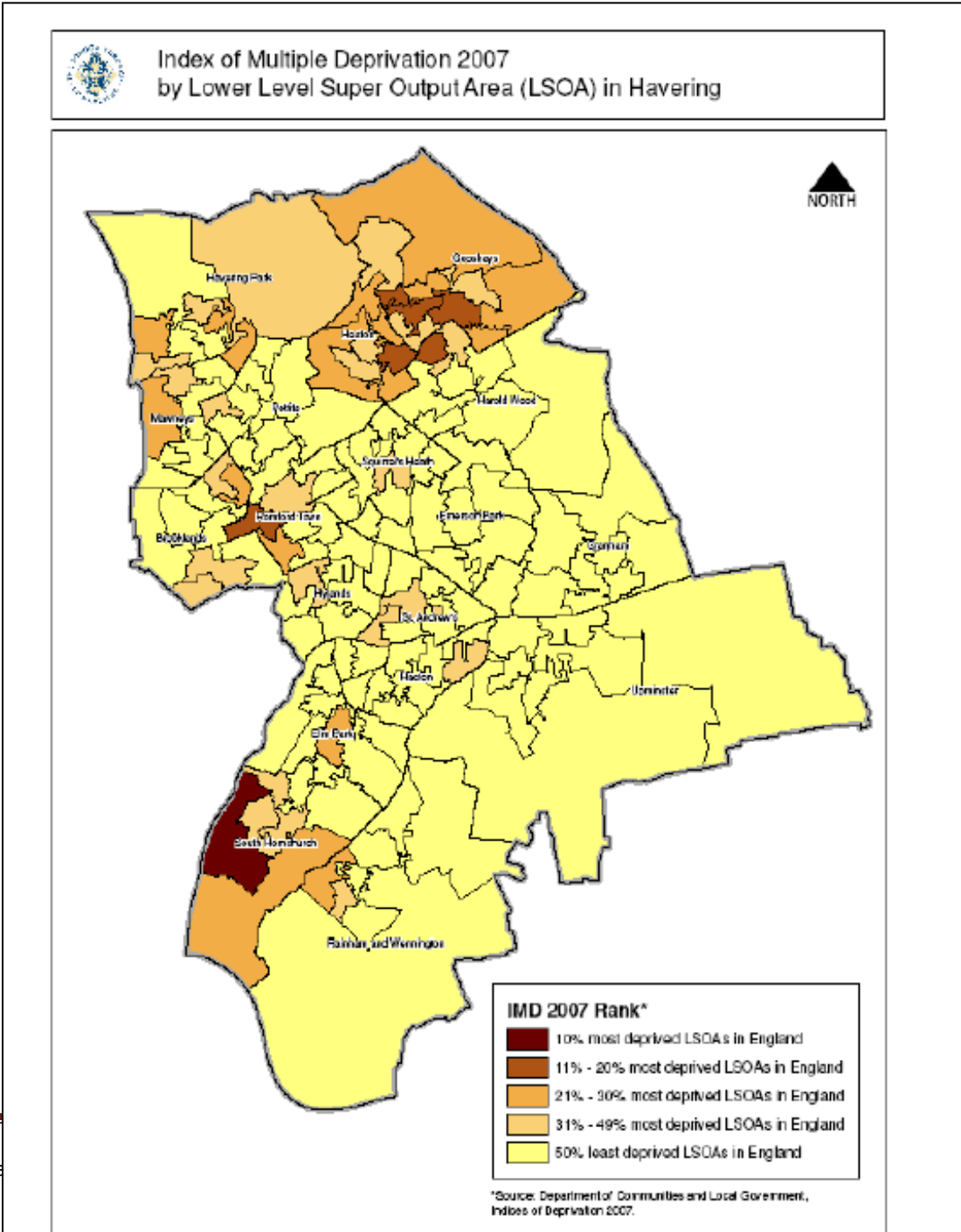


(Figure 69, East Sub Regional Transport Plan, 2010)

MTS Challenge: Support regeneration and tackle deprivation

- Havering is predominantly a prosperous borough but with a few local areas of social deprivation such as parts of the South Hornchurch area in London Riverside (10% most deprived, IMD 2007) and Harold Hill north of A12, Waterloo Road Estate west of Romford Town Centre (20% most deprived, IMD 2004). (Figure 2.14).

Figure 2.14 – Index of Multiple Deprivation, 2007



(Figure 7, Annual Monitoring Report, 2008/09)

- TfL surveys have found that a high proportion of people living in deprived areas do not use public transport through fear of crime or anti-social behaviour or cannot access places they want due to safety or severance issues (MTS). Transport 'affordability' is also likely to be a problem in these areas. Havering is working with its partners to ensure that people feel safe when they are travelling in line with the Corporate Plan 2011-2014 (Outcome 1.2).
- In line with the Corporate Plan 2011-2014 (Outcome 3.4), Havering's LIP will enable Havering to continue our established major regeneration initiatives including those in Romford, Hornchurch, Harold Hill ('Ambitions') and Rainham (Rainham 'Compass'). These will include better linkages into, and from, these areas as well as better 'connectivity' to the wider transport network. Within these areas, it will include facilities to enhance walking and cycling linkages to improve health and well-being. Havering will look to improve access to medical facilities such as the Queen's Hospital in Romford. Opportunities will also be taken to reduce community severance, promote community safety and enhance the urban realm. Havering will use its Major Schemes proposals for these areas to tackle these issues.

Summary of Delivery Actions – Improving transport opportunities for all Londoners

In order to deliver the MTS goal of 'improving transport opportunities for all Londoners', Havering will need to:

20. work with TfL to ensure that Havering has a fully 'accessible' transport network for example by increasing the number of compliant bus stops. Addressing the particular requirements of older people is a key part of the Corporate Plan 2011-2014 (Outcome 4.4).
21. work with TfL and NHS London to provide health facilities and services in more accessible and sustainable locations within the borough in line with the Corporate Plan 2011-2014 (Outcome 4.5)..
22. improve connectivity to goods, services, and employment within Havering's established regeneration priority areas including Romford, Harold Hill and Rainham.
23. work with TfL and other stakeholders to improve the travel environment for those wishing to travel at night in line with the Corporate Plan 2011-2014 (Outcome 1.2)..
24. improve transport provision and the quality of the travel environment in deprived areas, where fear of crime, severance and affordability issues limit travel options.

MTS Goal: Reducing transport's contribution to climate change and improving resilience

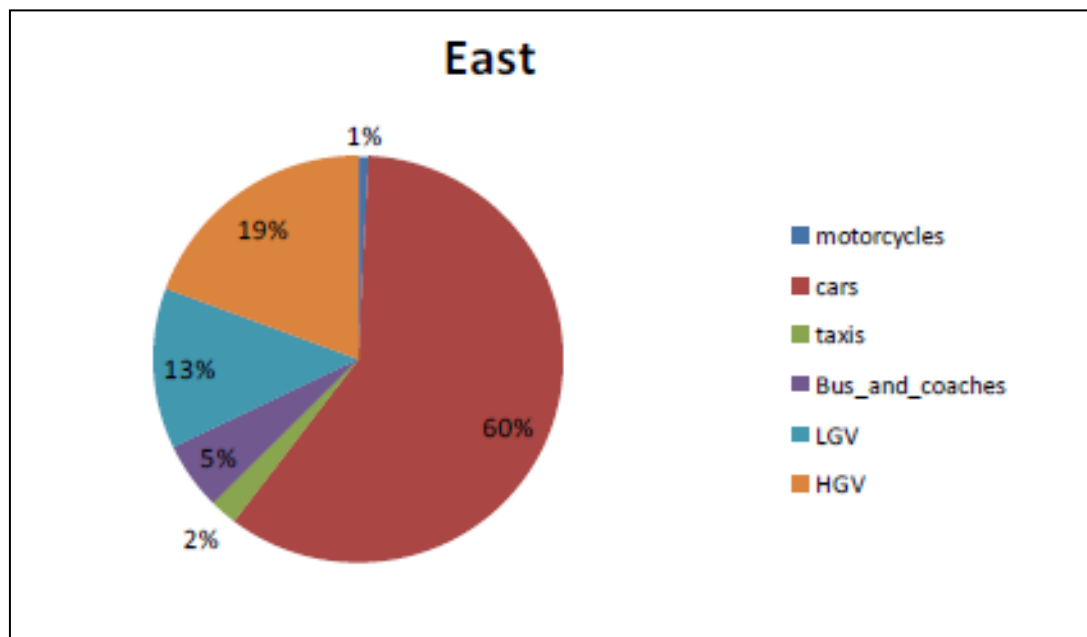
MTS Challenge: Reduce CO2 emissions

- Havering's CO2 emissions are similar to other outer London boroughs such as Hillingdon and Hounslow but high compared to the rest of London. This is largely generated from road transport. In 2008 all sources of ground-based transport in Havering (including roads, railways and ground-based aviation) generated 355 CO2 equivalent kilotonnes (i.e. 30% of all emissions).
- Traffic volume in Havering has increased by 15% over the period 1993 - 2008 whereas the average London trend is a reduction of 5%. The increase generally reflects movements on Principal and 'A' roads through the borough.
- Between 2006 - 2008, less than 40% of trips by residents in Havering were made by non-car modes (8% rail based 10% bus, 2% taxi & other public transport, 1% cycle and 19% by foot (LIP1 report – LTDS)).
- Almost three quarters of Havering's school children (aged 5 -15) travel to school by non-car modes with almost half walking. Whilst this is encouraging, it is envisaged that more can be achieved and our planning policies along with our cycling and walking strategies (including 'Biking Boroughs') will help to deliver this. Havering's LDF Core Strategy Policies CP8 and CP9 highlight the importance of locating community uses in places with good public transport accessibility.
- At the strategic level, the approach must be to secure investment in sustainable public transport infrastructure. It should include major public transport provisions like Crossrail, a new Beam Park Station and the DLR and ELT extensions as well as travel demand management interventions and the promotion of sustainable travel.
- In Havering, some journeys cannot readily be made by public transport. Supporting and encouraging the uptake of low emission vehicles and technology will aid the shift to low carbon vehicles.
- Havering is making a significant contribution to addressing climate change and air quality issues through its Climate Change Strategy and Draft Air Quality Action Plan and the provision of a new Council depot for its vehicle fleet at Upper Rainham Road. The depot will lead to savings in fuel, less wear and tear on vehicles and a reduction in the carbon 'footprint' of the

fleet. The workshop for servicing vehicles includes a green 'living' roof and other eco-efficient features.

- The Council is also committed to ensuring all future Council vehicle purchases are Euro 5 standard, installing a tracking system within fleet vehicles to monitor driving practices, providing driver training to improve fuel efficiency, and bringing in alternative fuelled vehicles into the fleet.
- Improvements in freight distribution across London will have significant CO2 saving and air quality benefits in the region given the size of this sector's contribution to emissions. Havering has a substantial share of the busiest freight roads in the highway network including A12, A13, and A127; the MTS provides a number of opportunities to encourage shift in freight journey to more sustainable modes like rail and waterborne transport (shown in Figure 2.15).

Figure 2.15 – Mode Split of Road Transport Emissions, 2006

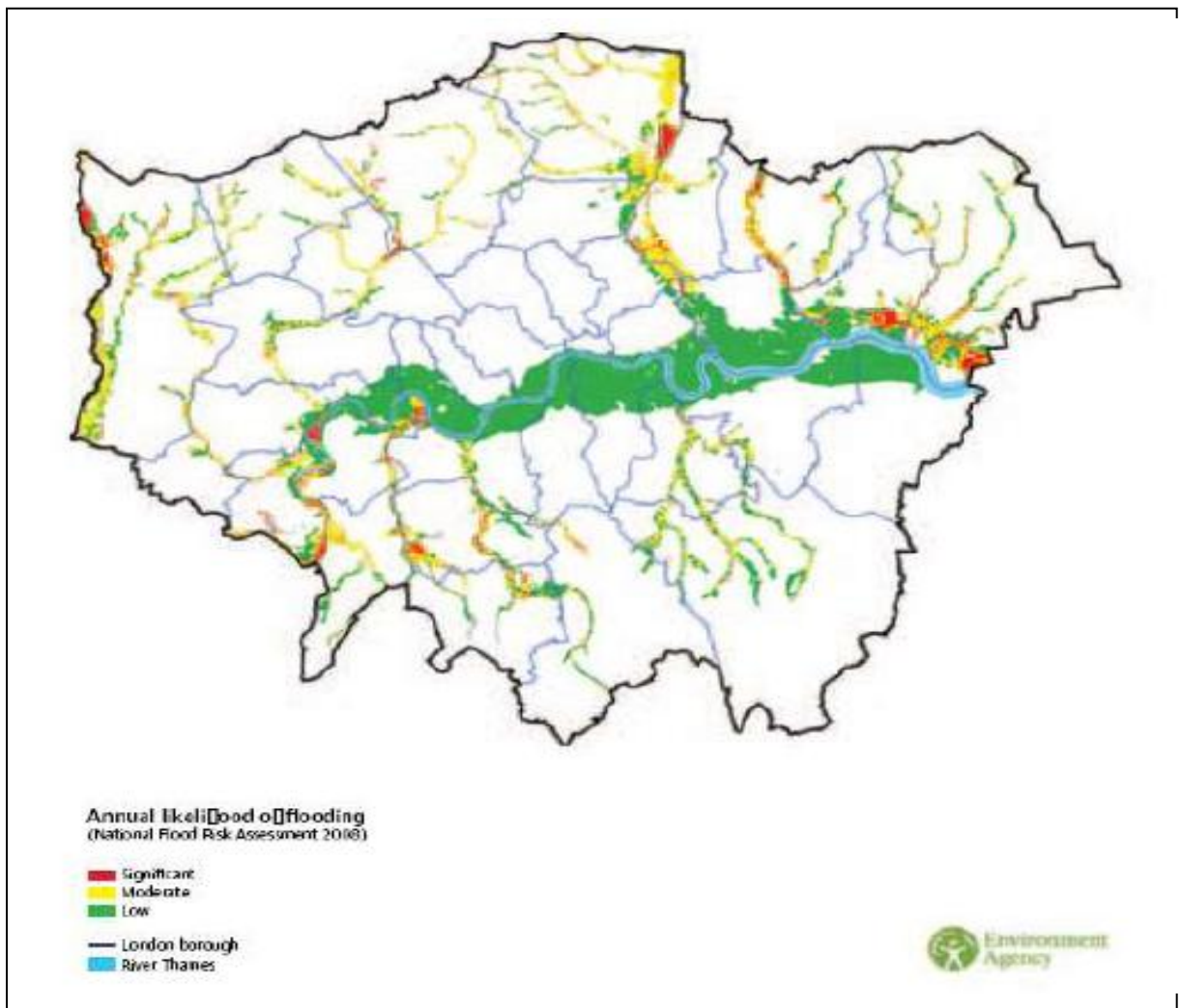


(Figure 74, East Sub Regional Transport Plan, 2010)

MTS Challenge: Adapting for climate change

- Given the susceptibility of some areas of Havering to be affected by increasing flood risk it is particularly important to ensure the resilience of the transport system and its adaptability to climate change. Large areas of Havering and Barking and Dagenham are at risk from flooding by River Thames, River Roding, River Ingrebourne and River Rom (Havering Strategic Flood Risk Assessment) (Figure 2.16).
- Havering's LDF Core Strategy Policy CP15 identifies the importance of tackling flood related issues. Havering has adopted a 'sequential approach' to flood risk which matches the vulnerability of land use and development type to flood risk. In all cases, the Council will seek to ensure that the development is located, designed and laid out to ensure that the risk of death or injury to the public and damage from flooding is minimised whilst not increasing the risk of flooding elsewhere and that residual risks are safely managed.
- Havering will work with the Mayor and other key stakeholders to take necessary steps to adapt the transport system and improve public safety and resilience to the anticipated impacts of climate change. Steps that will be considered include adaption of highway maintenance policies and practices to improve drainage capacity and pavement performance.
- Major new developments will be required to adopt high standards of sustainable construction and design and to incorporate on-site renewable energy equipment to reduce predicted CO2 emissions in line with regional and national policy.

Figure 2.16 – Areas at Risk from Flooding in London



(Figure 75, East Sub Regional Transport Plan, 2010)

Summary of Delivery Actions – Reducing transport’s contribution to climate change and improving resilience

In order to deliver the MTS goal of ‘Reducing transport’s contribution to climate change and improving resilience’ , Havering will need to:

25. continue to ensure that this is a key priority in our LIP and reflected in our other planning and regeneration strategies.
26. work with TfL to reduce CO2 emissions from ground based transport to a London wide 60 % reduction by 2026 via a comprehensive and complementary programme of interventions.
27. continue to promote cycling and walking, public transport use, sustainable fuelled vehicles, technology infrastructure like LED and Electric Vehicles charging points, and the use of car clubs and pool cars. In line with the Corporate Plan 2011-2014 (Outcome 1.4), Havering will look at opportunities to invest in street lighting and install energy efficient schemes to reduce carbon emissions.
28. promote a shift in freight journeys to more sustainable modes like rail and waterborne transport.
29. concentrate on delivering sustainable developments and transport infrastructure in Havering’s growth areas and travel-to-school journeys.
30. work with the Mayor and other stakeholders to maintain the reliability of transport networks by adapting the transport system and improve public safety and resilience to the anticipated impacts of climate change.

2.6. Borough Transport Objectives

LIP Objectives

Our Havering Transport objectives are summarised in Table 2.2. They have been informed by the issues identified in Sections 2.2 and 2.3 and were developed and agreed in consultation with the Members and officers of the Council.

Table 2.2 confirms that our LIP objectives reflect the Mayor’s longer term vision and are fully compatible with the Mayor’s goals and challenges for transport in London. Havering’s local objectives also reflect the Sub-regional Transport Plan challenges for East London, our wider Sustainable Community Strategy, and Local Development Framework. In summary, they show that Havering:

- Will deliver an efficient and effective transport system;

- Will improve transport connectivity between key regeneration areas and beyond the borough;
- Wants all infrastructure assets to be maintained to a high standard;
- Will ensure sustainable access to important locations such as places to work and enjoy leisure activities;
- Will look to make Havering an attractive place with a high quality public realm;
- Will tackle safety issues across all aspects of travel;
- Will address climate change issues; and
- Wants to improve health of its residents as it is influenced by transport and travel.

It can be seen that this LIP also includes our long term objectives for the provision of a new Beam Park railway station for the south of the borough including the London Riverside area, the extension and improvement of public transport services (the extension of the Docklands Light Railway and East London Transit), and the Creek Bridge crossing to improve access to the key regeneration area of London Riverside. Havering will continue to discuss options and ways of funding these substantial infrastructure projects with TfL, with the intention of including a more detailed proposal in our high level Programme of Investment for 2014/15 onwards.

These objectives, by their nature, are long term and will be delivered over the course of the next 20 years; their delivery supports the Mayor's Proposed Outcomes. It should be noted, however, that most of the objectives are ongoing e.g. reducing traffic congestion, improving bus journey time, tackling deprivation and community safety, and that there are more specific, shorter term, projects to achieve these which have been identified in the Delivery Plan chapter.

Table 2.2 – Borough Transport Objectives

Borough Transport Objectives	Mayor Transport Strategy Goals					East London – Sub Regional Transport Plan ¹ Goals					Sustainable Community Strategy Goals					Local Development Framework Goals					Delivery Actions	
	Economic Development and Population Growth	Quality of Life	Safety and Security	Opportunities for all	Climate change and resilience	Connectivity to support economic, social and environmental aspirations	Physical connectivity and transport network resilience	Efficient and sustainable movements of freight and passengers	Maximised funded transport investment	Efficient and effective use and management of transport network	Clean, safe, and green borough	Excellence in Education and Learning	Opportunity for all through economic, social and cultural activity	Value and enhance life of every individual	High customer satisfaction and stable council tax	Place to live and stay	Dynamic prosperous local economy	Strong and diverse cultural economy	Health, education and social infrastructure	Integrated and accessible transport network		Protect and enhance the Green Belt and the local environment
1. To deliver efficient and effective transport systems for all users by tackling congestion, smoothing traffic flow, improving journey time reliability, reducing operating costs.	✓	✓		✓	✓		✓	✓		✓			✓	✓		✓						1,3,4,7,10,20,30
2. To improve transport connectivity to and between key regeneration areas within Havering (including Romford, Hornchurch, Harold Hill and Rainham).	✓	✓		✓		✓	✓	✓		✓			✓	✓	✓	✓				✓		1,2,6,20,22
3. To bring and maintain all infrastructure assets to good state of repair within Havering ensuring minimal negative impact on natural resources, biodiversity and surface water.	✓	✓		✓		✓	✓	✓	✓	✓			✓	✓	✓	✓				✓		8
4. To ensure sustainable access to key employment areas and to address social and transport accessibility for all to health, education, employment, social, leisure, green space and countryside facilities (including a new Beam Park rail station, Creek Bridge crossing and the extension and improvement of public transport services).	✓	✓		✓	✓	✓	✓	✓		✓			✓	✓		✓				✓		4,13,21,28,29
5. To enhance and maintain the quality of public realm and streetscape .		✓	✓			✓				✓			✓	✓	✓							5,12,14,15
6. To reduce casualties of all road users and those using the public transport systems.		✓	✓			✓			✓	✓		✓	✓	✓					✓			19
7. To improve the provision and availability of sustainable travel choices for all sections of the community including those who are less mobile and people with impairment.	✓	✓		✓	✓	✓	✓		✓	✓					✓				✓		✓	3,6,27
8. To reduce transport's contribution to climate change and improve its resilience. Promote new technology for transport infrastructure and fuels.		✓			✓	✓		✓		✓			✓		✓						✓	14,15,25,26,27
9. To reduce crime, fear of crime and antisocial behaviour and to improve perception of personal safety and security (including trouble spots on public transport, Romford and Hornchurch town centres).		✓	✓			✓		✓		✓		✓	✓		✓							17,18,23,24
10. To strengthen strategic links within London, with Essex and the wider South East and enhance interchange facilities between different travel modes (including Romford Station interchange with Crossrail and Romford bus station).	✓	✓		✓		✓	✓					✓		✓		✓				✓		9,11
11. To enhance the health of all Havering's residents including its ageing population via sustainable active travel choices working with key partner organisations and reducing impacts of pollution.		✓			✓		✓					✓	✓		✓				✓			13,14,15,16,21

3. DELIVERY PLAN

3.1. Introduction

This chapter sets out Havering's **Delivery Plan** for achieving the LIP objectives identified in Chapter 2. It is structured as follows:

- Section 3.2 identifies potential funding sources for 2011/12 - 2013/14.
- Section 3.3 summarises Havering's **Delivery Interventions** for this time period and beyond, and describes how the proposed interventions will delivery our LIP objectives.
- Section 3.4 sets out Havering's high level **Programme of Investment** for the time period (extending to 2015/16 with respect to our planned Major Schemes), based on the delivery actions identified above. This Programme has been informed by our prioritisation process consistent with both Havering's wider corporate objectives reflected in its Corporate Plan 2011-2014 as set out in the 'Living Ambitions' agenda and the MTS objectives. This section also describes how our more detailed annual programme will be drawn up in the form of an Annual Spending Submission to Transport for London.
- Finally, Section 3.5 outlines Havering's approach to programme risk management.

3.2. Potential Funding Sources

TfL has indicated that Havering's LIP funding for the three year period 2011/12 - 2013/14 will be £7.2 million (as amended following the Comprehensive Spending Review in Autumn 2010). This figure excludes potential funds sought from TfL for Maintenance (Principal Roads and Highways Structures) and Major Schemes.

Table 3.1 identifies how the initial 3 year allocation under the Annual Spending Submission will be allocated. It also highlights the possible alternative funding sources that Havering will explore to enable the delivery of this LIP including developer contributions and other third party funding from such sources as public sector agencies and businesses. (The table includes information on the proposed bids that will be submitted to TfL for Maintenance and Major Schemes).

In previous years, Havering has supplemented its annual allocation from TfL with considerable funding from its own resources to enable it to deliver significant improvements across the borough.

For example, Havering has recently used £2m million each year on highway improvement works which have encompassed footways, road resurfacing, street lighting and environmental improvements. This has enabled us to meet road condition targets (which are a local priority) as well as deliver significant public realm improvements. Examples of schemes where Havering has used its own funds to enhance works enabled by the LIP, include improvements along St Edwards Way and North Street in Romford which are both part of the Principal Road network and key pedestrian routes into and around Romford town centre. This scale of investment has continued in 2010/11 and is currently programmed to continue in 2011/12 (see below).

In line with the objectives identified in this LIP, Havering has invested some £400K in projects in Romford to 'smooth' traffic, improve the environment and enhance public safety. These have encompassed traffic studies such as the Romford Movement Study (focussed on the Ring Road), the introduction of a town centre variable message sign system and the operation of a taxi 'marshal' scheme.

The Council has also provided significant financial support for transport schemes outside of the LIP programme. For example, it has contributed £380K to the taxi-card scheme and supported the pan-London Freedom Pass scheme.

The Delivery Plan in this LIP is based on the £7.2m LIP funding that TfL has indicated will be available to Havering for the period to 2013/14. Havering's LIP allocation is the key source of funding for the programmes and projects included in it.

In preparing this LIP, Havering has considered very carefully the scope for LIP funds to be augmented by other resources such as Council funds and contributions from developers and other third parties.

Table 3.1 shows the potential additional resources that are likely to be available for the initial 3 year period of the LIP. Currently, Havering anticipates continuing its investment in the Corridors and Neighbourhoods programme area for 2011/12 and, additionally, may have the opportunity to contribute towards maintenance and the development of the Major Scheme for Hornchurch. However, these funds cannot be regarded as certain and their availability for LIP related programmes has to be seen in the wider context of continuing pressures on Havering's expenditure across a wide range of activities.

Table 3.1 also indicates that there is scope for the LIP allocations to be supplemented by contributions from developers and other third parties throughout the initial three years of the LIP. Some of this funding will only be available when the development that it relates to reaches specified 'milestones'.

Havering is committed to fully identifying additional, and alternative, resources to assist in the delivery of its regeneration programmes and projects included in this LIP. As with previous years, every opportunity will be pursued with TfL to supplement the annual LIP allocation with further 'in – year' allocations.

Nevertheless, Havering recognises that the LIP will be delivered in challenging economic times and cannot at this stage offer any certainty about the availability of alternative funding possibilities to supplement those funds from TfL provided by the annual LIP mechanism.

Havering is clear that being able to make progress in delivering its LIP programme will be dependent on its annual LIP funding allocation being maintained or funds being secured from elsewhere as no Council funding will be available to address any shortfalls.

In the event that there are further reductions to LIP funding, or continued difficulties in securing alternative and additional funding then the programme will need to be reviewed.

Table 3.1 – Potential funding for LIP delivery (£,000s)

Funding Source	2011/12	2012/13	2013/14	Total
Corridors, Neighbourhoods and Supporting Measures				
LIP Allocation from Transport for London	2,588	2,483	2,129	7,200
Potential Council Funding	3,700			3,700
Developer Contributions	1,120	1,270	50	2,440
Potential Third Party Funding	1,050	450		1,500
Total	8,458	4,203	2,179	14,840
Maintenance (Principal Road renewal and Bridge Strengthening)				
LIP Allocation sought from Transport for London ⁷	496	920	1,998	3,414
Potential Council Funding	200	50	50	300
Total	696	970	2,048	3,714
Major Scheme Bids				
Hornchurch Town Centre				
• LIP Major Schemes Funding	1,000	unallocated	unallocated	1,000
• Developer contributions	150			150
• Potential Council Funding				
Romford Town Centre				
• LIP Major Schemes Funding	30	Unallocated 310	unallocated 310	30 620
• Developer contributions				
• Potential Council Funding				
Total	1,180	310	310	1,800

⁷ Potential funding sought for the Maintenance Programme. This is a Council aspiration. Funding for Bridge Strengthening schemes and for future years of the Maintenance Programme (Principal Road Renewal and Bridge Strengthening) has not yet been allocated by TfL.

3.3. Delivery Interventions

This section identifies the type of interventions which Havering will use to deliver its LIP objectives. They are consistent with the proposals outlined in the MTS (as summarised in Figure 1.1), and are based around the main MTS themes.

Figure F.1 (in Appendix F) demonstrates the linkages between the delivery actions and LIP objectives, and shows how Havering's programme will deliver the targets identified in Chapter 4.

The priorities described here have been subject to an Equality Impact Assessment (EQIA) to ensure that they do not discriminate against equality groups and that equality is promoted wherever possible.

Havering Transport Objective 1 - To deliver efficient and effective transport systems

Havering's delivery interventions involve enhancing the public transport system, improving the management and operation of highway network, and the management of travel demand in the delivery of people and freight and implementing packages of measures at Romford London Riverside, Hornchurch, Harold Hill and Rainham in order to deliver efficient and effective transport systems. **These interventions will also contribute to Havering Transport Objectives 2, 4, 7 and 8.**

- **Traffic management enhancement** – Havering will continue to tackle congestion and smooth traffic flows by traffic and network management, travel demand management including promotion of sustainable travel modes, guiding development with significant travel demand to sites that have good access to public transport and encouraging mixed use development which reduces the need to travel.
 - The programme includes tackling congestion on important key routes including further projects arising from the Romford Movement Study (2009), the Romford Corridor studies (2010), the Gooshays Drive-Gubbins Lane and Learning Village highway improvements encompassed within Harold Hill 'Ambitions', and servicing improvements for business premises. These traffic and network management measures include junction and highway improvement and reconfiguration, traffic signal review, pedestrian crossing relocation and reconfiguration, speed management measures, on-road parking rationalisation, accessible bus stops and freight loading bays. See also Havering Transport Objective 5 in Section 3.3 for 'smoothing traffic flow' interventions.
- **Rail / Underground enhancement** – Havering will support and work with the Mayor and TfL in delivering and enhancing public transport capacity including committed infrastructure projects like Crossrail and

associated station upgrades, Ardleigh Green Railway Bridge, Upminster Depot, Elm Park and Upminster Bridge Station, and other Surface Transport, Underground, and local railway network improvements. This LIP includes a range of complementary traffic measures to improve access in and around key transport interchanges across the Borough including Romford, Gidea Park, Harold Wood, Hornchurch and Rainham rail stations.

- **Bus network enhancement** – Havering will work with TfL and London Buses to improve bus journey time and reliability on routes that serves key population and employment growth areas particularly Romford and London Riverside. It will also look to improve bus services to the more rural areas of the borough and to Rainham Village. It will also ensure that services are accessible to the needs of all those who live and work in Havering. The programme includes a programme of works to make it easier for passengers to get on and off buses in Havering.

Havering Transport Objective 2 - To improve transport connectivity to and between key regeneration areas

Havering's delivery interventions will involve working with TfL and other key stakeholders to improve employment accessibility and transport connectivity within and between the key regeneration areas. **These interventions will also contribute to Havering Transport Objectives 1, 4, 7 and 10.**

- **Enhancement of public transport infrastructure network :**
 - **In line with the Corporate Plan 2011-2014 and the LDF**, working to deliver crucial public transport infrastructure projects like improvements at Romford Station to support Crossrail, a new station at Beam Park in South Hornchurch, improvements at the bus and rail interchange at Rainham Station, a Creek Bridge Crossing and ELT / DLR extensions to Rainham and improved local bus routes (Figure 3.1). See also Havering Transport Objective 1 in Section 3.3
 - Improving connectivity to goods and services including accessibility to Romford and London Riverside and other employment opportunities.
 - Improving access to retail and commercial facilities, employment and business services including freight distribution to Romford and London Riverside.
 - Working to increase the number of 'accessible' compliant bus stops.
- **Enhancement of public realm in Havering through 'Better Streets' principles** particularly for pedestrians and cyclists, bus passengers, users with mobility disadvantages and other vulnerable transport users.

See Havering Transport Objective 5 in Section 3.3 and Figure 3.3 for 'Better Streets' principles.

Figure 3.1 – London Riverside Opportunity Area

Case Study – London Riverside

London Riverside is designated as an Opportunity Area in the London Plan. It is one of the largest development opportunities in London comprising over 2,500 hectares of land, located in the south east of Havering and includes Rainham Village, considerable industrial land to the east of Dagenham and the emerging 'Wildspace' Conservation Park focussed on Rainham, Wennington and Aveley Marshes. It is part of a wider London Riverside site that covers the southern part of Barking and Dagenham. Specific issues in the area include:

- The Centre for Engineering and Manufacturing Excellence (CEME) is a recent initiative; the Learning Village Network and Integrated Learning Campus are being developed to attract inward investment. New rail and road infrastructure and potential bus and river services are needed to support this regeneration.
- 4,000 (approximately) new homes proposed on the part of London Riverside within Havering especially alongside the A1306 road (as identified in Site Specific Allocation SSA12 - Rainham West in the Site Specific Allocations document which forms part of the LDF).
- 5,000 additional jobs proposed.
- Increased frequency and capacity is required on the London – Tilbury - Southend service and Tilbury Loop.
- A new rail station is proposed at Beam Park.
- East London Transit routes should be extended to serve Rainham.
- Docklands Light Railway route should be extended to serve Rainham.
- Parking and access to 'Wildspace' Conservation Park.
- Better public transport is needed to link the area to the rest of Havering including Romford.
- Enhanced cycling and walking 'connectivity' to / from the area from elsewhere in Havering

Havering is proposing that London Riverside should be included within its Major Scheme bid for Rainham 'Compass' (Section 3.4).

As such it will be a important element of the Council's regeneration programme for Rainham as set out in its Corporate Plan 2011-2014.

Havering Transport Objective 3 - To bring and maintain all infrastructure assets to good state of repair

Havering performs well in maintaining its Principal roads using monies from Transport for London (under the LIP programme) and its own funds. However, the condition of its highway structures (bridges, subways, culverts and retaining walls) has been less of a priority in recent years because of limited resources.

The Council increased its revenue budget for highways structures in 2008/09 to address this and to implement a rolling programme of structural inspection that better met the Management of Highways Structures Code of Practice. The Council's highways term consultant was commissioned to do this.

Around half of the structures in Havering have been inspected with historic data (where it was available) reviewed for the rest. This was completed in autumn 2010 and inspections will continue on a 'rolling' basis. The historic information is being collated and recorded and the structures register is being updated. Priorities will be established for the rest of the asset.

Information from this process has been used to inform the Delivery Plan in this LIP and to identify and quantify the strengthening and maintenance works necessary to bring Havering's assets up to current standards. It will also inform future funding submissions.

For the delivery interventions, in line with the Corporate Plan 2011-2014 and the outcomes of the 'Your Council Your Say' survey, Havering is fully committed to maintaining its current highway maintenance performance and assessing its highways structures and, where appropriate, subsequent strengthening programme.

This LIP has identified three borough wide intervention programmes to address this objective. These comprise **Principal Road Renewal** targeted at key locations (including the Romford Ring Road) based on conditions survey information, **Highways Structures Strengthening and Assessment** at prioritised locations, and **Highways Structures Strengthening Implementation** (detailed design and implementation).

For 2013/14, three locations have been identified for assessment (and, if appropriate, strengthening): Upminster Road Bridge, Rush Green Road and Black's Bridge in Main Road, Romford. **These interventions will also contribute to Havering Transport Objectives 1, 2 and 10.**

Havering Transport Objective 4 - To ensure sustainable access to key employment areas and to address social and transport accessibility

Havering's delivery interventions involve improving levels of, and the opportunities for, walking, cycling and improvement of the public transport networks and implementing packages of measures at key employment areas in order to increase the provision, quality, attractiveness, and awareness of sustainable travel options. **These interventions will also contribute to Havering Transport Objectives 1, 7, 8 and 11:**

- **Rail and underground improvements** – see Havering Transport Objective 1 in Section 3.3.
- **Bus network improved connectivity** – see Havering Transport Objective 1 in Section 3.3.
- Walking strategy – Havering is working with TfL and partners to upgrade existing footways and walking routes and address barriers to walking. These initiatives include :
 - Ensuring a high quality walking environment via clean, regularly maintained, signed, and well lit streets that are also free from parked vehicles, overgrown vegetation;
 - Improving pedestrian environment at transport interchanges, crossing facilities and dropped kerbs;
 - Promoting safety, security and integration between highway engineering schemes, and education, training and publicity campaigns, and enforcement of highway regulations; targeting antisocial behaviour and crime; deployment and management of CCTV cameras; and collaboration between the Council and the walking community; and
 - Promoting walking and walking for health and leisure through travel plans, travel awareness campaigns and provision of 'greenways' in the Borough in line with the Corporate Plan 2011-2014.
- **'Biking Borough' strategy** – Havering is working with TfL to upgrade existing cycle facilities and routes and address barriers to cycling via its 'Biking Borough' Strategy. This is in accordance with the Corporate Plan 2011-2014 and the Strategy has been developed with the aim of increasing cycling across the borough. Romford town centre has been identified as a cycle hub, where there will be a focus on improving existing facilities and developing new cycling infrastructure in order to reduce the barriers to cycling. Havering has been allocated £87,500 in 2011/12 to help implement its 'Biking Borough' Strategy, with an

indicative allocation of £282,500 over the next three years. Projects include:

- **Cycle Superhighways** – Havering would like to see the Cycle Superhighway network extended into the Borough and wishes to work with TfL to undertake scoping studies for a new Havering cycle route linking to the Cycle Superhighway 3.
- **Cycle infrastructure** – Havering will look for opportunities to upgrade cycle routes, undertake road safety audits on existing cycle routes and provide cycle hire facilities and secure bicycle parking initiatives at town centres and public transport interchanges. Opportunities will be encouraged for work places to provide better facilities for their staff including parking and changing facilities. Shared used surfaces of the Ingrebourne Valley Sustrans Connect 2 project and Rainham ‘Wildspace will be delivered.
- **Cycle parking** – The Council will review the need for cycle parking as part of all infrastructure improvements, ensure appropriate provision of parking spaces at new developments through the planning process and encourage cycle parking spaces to be provided through workplace travel plans. The Council will work with residents and other community groups to install residential cycle parking.
- **School travel plans** – All Havering schools now have a travel plan (Figure 3.2) with primary aim being to increase travel modal shift to walking and cycling. This is carried out via the various SMART actions and Education, Training and Promotion (ETP) measures. Havering will work with schools to review ‘keep clear restrictions and improvement to safety and accessibility of school crossing patrols, review and rewrite of School Travel Plans. These initiatives will assist in enabling people, particularly, young children, to lead healthier lives in line with the Corporate Plan 2011-2014.
- **Workplace travel plans** – Havering will continue to promote workplace travel plans, area based travel plans (including London Riverside BID) and the ‘Greener ways to Work’ campaign.
- **Training and safety** – opportunities to improve safety for all vulnerable road users will be considered.

Figure 3.2 - School Travel Plans

Case Study – School Travel Plan

Havering has achieved excellent results with its smarter travel programme for schools. The Council is fully supportive of the School Travel Plan programme and publishes a 'Taking Steps' magazine which reinforces the Council's 'Living Ambition' Agenda and its sustainable transport goals. The initiative will also have important health benefits for children.

In 2010, every Havering school has an approved School Travel Plan. This is reflected in a record modal shift across the Borough of 12.6% compared to an average London figure of 6.22%. Car use for school journeys is now just over half its level in 2007 (23% compared to nearly 40%). This achievement reflects the exemplar school travel plan strategy and action/implementation programme outlined by Havering, the dedicated capital and revenue funding from DfT, DfES, TfL and the hard work and effort of the schools (staff and pupils).

The success story continues supported by a SMART School Travel Plan Strategy and Action Plan:

- Education, training and publicity – school travel accreditation (STAR), Bikeability training, Planet Havering (promoting sustainable living and transport);
- Smarter travel development package – provision of sustainable travel plan coordinator and promotion of smarter travel initiatives;
- School travel implementation package - school travel plan, review and rewrite, continual monitor, STP small grants; and
- Travel awareness package – 'Walking on Wednesday', walk to school week, theatre in education, transition pack, Busted (to improve behaviour on buses by pupils).

Havering Transport Objective 5 - To enhance and maintain the quality of public realm and streetscape

Havering's delivery interventions embrace the Mayor's 'Better Streets' principle that a well-designed built environment can bring people and communities together, encourage physical activity and recreation, restore a sense of pride and attract businesses and jobs. The Corporate Plan 2011-2014 identifies Havering's commitment to delivering a programme of environmental improvements. **These interventions will also contribute to Havering Transport Objectives 2, 4, 7, 9 and 10.**

In 2009/10, Havering supported TfL-led work encompassing several outer London Metropolitan Town Centres (including Romford, Wood Green and Kingston). This project aimed to explore the opportunities to apply 'Better Streets' principles and to protect and enhance the urban realm, to encourage pedestrians and vehicles to interact in a new and balanced way and avoid spaces and movements being determined by signs, railings and traffic infrastructure. Havering has used the outcome of this work to inform its future priorities for improvements in Romford Town Centre and to use the work as a 'follow' on project from the 'Greening the Ring Road' project and its several recent, and on-going, traffic studies.

Havering town centres and their suburbs already have a high quality environment. Havering has invested significant funds of its own to ensure that its streets are well maintained. The 'Better Streets' approach is seen as an important tool for ensuring the borough retains its quality whilst also creating a more attractive walking and cycling environments.

- **'Better Streets'** – Havering will support, promote and deliver 'Better Streets' initiatives in the priority town centres (Romford, Hornchurch, Harold Hill and Rainham) and by using Major Schemes funding programme opportunities. Figure 3.3 shows the proposed plans for improvements at Romford Town Centre. (These are explained further in Section 3.4 dealing with Major Schemes). 'Better Streets' is a Mayoral led initiative which encompasses different levels of interventions from simple 'tidying up' to complete 'makeovers' to achieve enhanced pedestrian spaces. Stages 1-3 (Tidy up; De-clutter; and Relocate/Merge functions) representing progressively more difficult-to-achieve actions in terms of dealing with what is found in the street. Stages 4 and 5 (Rethink traffic management options; and Recreate the street) represent progressively more difficult-to-achieve actions in terms of physical change to the streets themselves, such as moving kerblines, deploying new materials, rebalancing modal priorities, and even complete make-overs (such as currently being implemented at Exhibition Road in Kensington and Chelsea).
- **Street trees** – Havering will consider the scope for the appropriate planting of street trees as part of all infrastructure improvements, particularly those involving public realm improvements; will liaise with local neighbourhoods to identify appropriate locations for street trees in residential areas; and will encourage tree planting through the development control process.
- **Smoothing traffic flow** – in designing the above proposals, Havering will work with TfL on their ongoing review of signal timings to improve the efficient operation of the network. Havering will also work with TfL and other stakeholders to identify the potential for trialling the removal of traffic signals in situations where they may deliver smoother traffic flows without increasing any risk to the safety of pedestrians. Tackling congestion is a key part of the Corporate Plan 2011-2014.

Havering Air Quality Action Plan (AQAP) – Havering has started preparation of its AQAP and this provides a local interpretation of the Mayor’s AQAP. The main source of air pollution in Havering is road traffic and this emerging plan proposes various actions which could be implemented in order to make progress towards achieving the relevant air quality objectives as well as addressing congestion issues. Havering proposes a number of transport related air quality interventions including appointment of an air quality officer to manage, implement and monitor the AQAP; encourage sustainable modal shift and effective traffic management and operational schemes; adopt FORS and participate in freight forums and partnership; and produce Air Quality Supplementary Planning Guidance for developers. Further details of AQAP proposals are outlined in Appendix G. See Havering Transport Objectives 1 and 4 for traffic management and smarter travel interventions.

Figure 3.3 – Applying ‘Better Streets’ Principles in Romford

Case Study – Romford Town Centre

In the last 5 to 10 years, Romford Town Centre has seen a public private partnership delivering massive change and investment in accordance with Government policy on town centre development. It has seen Romford Town Centre rise to become the largest shopping centre in a sub-region, which includes Ilford, Lakeside and Bluewater. This has successfully delivered the Romford Town Centre Partnership’s 1997 Business Plan.

The Council and its partners are now implementing a new promotion strategy (‘Love Romford’) for Romford to address the major expansion proposals proposed for Lakeside and the recently opened Stratford Westfield.

Romford Area Action Plan (AAP), adopted in 2008, reflects the continuing priority that the Council and other stakeholders have given to the regeneration of the town centre and the pressure for further development and new facilities including more town centre homes. The regeneration programme for Romford is a key part of the Corporate Plan 2011-2014.

The AAP proposals together with the Mayor’s ‘Better Streets’ agenda will enhance Romford’s position as East London’s premier town centre, make it a vibrant place where an increasing number of people want to live and work, and ensure that high quality design-led development contributes positively to Romford’s attractiveness as a place where people wish to live and businesses can prosper.

Havering is developing, in partnership with TfL and other stakeholders, improvements to Romford which focus on integration of cycling, walking, better strategic interchange facilities (including bus access) and the urban realm and streetscape. The Council worked closely with TfL Urban Design and design consultants (Urban Initiatives) to explore the scope for further interventions in the town centre that will reflect the principles in the MTS. These initiatives have included :

- cycling and walking ‘permeability’ and public realm improvements on Eastern Road;
- cycling and walking access, safety and security, and public realm improvements on Waterloo and The Battis Link;
- a LIP funded project (‘Greening the Ring Road’) to enhance the environment around the Ring Road and improve accessibility into the town centre;
- extension of the wayfinder signage to the heritage trail;
- Market Place improvements; and
- public realm improvements in South Street close to the railway station.

Havering is proposing that Romford should be included within its Major Schemes bid (Section 3.4).

Havering Transport Objective 6 - To reduce casualties of all road users and those using the public transport systems

Havering’s delivery interventions build on the achievements in casualty reduction in recent years with the core activities of physical highway works, enforcement and education. **These delivery interventions will also contribute to Havering Transport Objective 11.**

We will continue a programme of physical measures identified within School Travel Plans, infrastructure improvements to create a safer environment for pedestrians and cyclists and on-going road maintenance.

- **Road safety engineering** – Havering will continue to base its approach to carrying out casualty reduction measures on locations where there is evidence to support such works. Likely measures would include junction improvements, pedestrian crossing improvements, speed reduction and 20 mph zones. We will monitor locations with high casualty numbers and child KSIs and review the evidence to determine the need for site-specific engineering solutions. This data-led approach has been shown to offer good value for money (see Figure 3.4).

Figure 3.4 - Outcomes from accident remedial schemes (casualty reduction programme)

Financial year	No. of schemes implemented ⁸	Total cost (rounded) ⁹	Havering’s All KSI casualty ¹⁰	% reduction compared to 1994-1998 ¹¹
2003/04	7	£179,200	171	19
2004/05	10	£403,200	130	38
2005/06	12	£739,500	83	61
2006/07	12	£650,800	120	43
2007/08	8	£600,100	129	39
2008/09	11	£831,500	84	60
2009/10	9	£669,600	75	64

⁸ Schemes implemented in financial year

⁹ Costs spent in financial year

¹⁰ Casualty recorded per calendar year e.g. January to December 2004

¹¹ %age reduction per calendar year e.g. January to December 2004

- Where possible and appropriate, sites with identifiable but less urgent safety needs may be addressed as part of other programmes e.g. maintenance, regeneration initiatives or development management.
- Safety solutions will be integrated with wider walking and cycling, environmental, and public realm 'Better Streets' improvements through a neighbourhood approach to help us deliver outcomes across a range of objectives and ensure that investment benefits are maximised.
- Investment in neighbourhood-based solutions and safer routes to school schemes will be prioritised on the basis of casualty and deprivation levels to ensure that higher casualty rates identified in deprived wards are prioritised.
- **Educating road users** – Havering will consider opportunities for improving road safety through education, training and publicity/promotion (ETP) investment by such measures as:
 - Cycle training and walking initiatives for school children e.g. 'Bikeability' cycle training, 'Bike It', 'Walk on Wednesday', 'Walk to School' month;
 - Education to equip young people to deal with the traffic environment as cyclists and pedestrians and as future drivers;
 - Pre-driver school education for 16 year olds e.g. transition pack for Year 6 and 7 pupils; and
 - Driver training for freight vehicle drivers especially HGV drivers.
- **Work related road safety** – Havering will work with employers to reduce casualties involved in work related vehicles and activities through their workplace travel plans.
- **Collaboration and partnership** – Havering will work with Police and TfL to tackle speeding 'hotspots' and involving Police Community Support Officers (PCSO) in our school road safety education programme. There are currently 93 PCSOs serving with Havering police; certain secondary schools within the Borough which fitted the desired criteria have been assigned permanent road safety school officers made up of one PC and one PCSO.

Havering Transport Objective 7 - To improve the provision and availability of sustainable travel choices for all

Havering's delivery interventions involve improving the provision and availability of sustainable choices for everyone including those physically and socially less mobile, in deprived areas, and people with impairment. **These delivery interventions will also contribute to Havering Transport Objectives 4, 5, 8 and 11.**

- **Enhancing the public transport system** – Havering Transport Objective 1 includes sections on rail/underground improvements and bus network enhancements in line with the Corporate Plan 2011-2014.
- **Pedestrian and cycle infrastructure** – This LIP includes enhancing walking and cycling environments in deprived areas (especially Harold Hill and Rainham/South Hornchurch) including the provision of secure cycle parking facilities; delivering road enhancements and improving permeability of road network for cycling and walking, enhancing public realm and tackling concerns about personal safety on the streets. See Havering Transport Objective 4.
- **Implementation of Havering's Greenways Package** – In line with the Corporate Plan 2011-2014 commitment to ensuring that the natural environment is enjoyed by local communities and visitors, walking and cycling will be promoted through improved pedestrian and cycle environments including the provision of shared use off road surfaces to complete the Ingrebourne Valley Sustrans Connect 2 project (Figure 3.5), and further delivery of the Rainham 'Wildspace'.

Figure 3.5 – Applying ‘Better Streets’ Principles

Case Study – Ingrebourne Valley Sustrans Connect 2 Project

London's Ingrebourne Valley route starts in the Weald Country Park and extends for 11.5 km south to the Thames on the edge of the Rainham Marshes which is being developed as an extensive wildlife and open space area for the 'Wildspace' project.

The route passes through Harold Hill, Hornchurch, Upminster and Rainham. Havering developed a cycling and walking Greenway along the river, with useful links reaching into the adjoining neighbourhoods. The route connects with the National Cycle Network Route 13 which runs along the River Thames and provides a link between London and Weald Park in Essex beneath the M25.

However, the continuity of this route is broken by a number of major roads which are very difficult to cross and by the suburban railway at Upminster.

This scheme aims to overcome these barriers with innovative walkways through existing river bridges. It will result in a useful, direct and attractive network that will be well suited to active recreation and give cycling and walking priority for local journeys. The scheme will also help to deliver the commitment in the Corporate Plan 2011-2104 to making sure that people can enjoy the natural environment.

The route is being funded by the Big Lottery Fund and match funding from the Borough.

Havering Transport Objective 8 - To reduce transport's contribution to climate change, improve its resilience, and promote new technology for transport infrastructure and fuels

Havering's approach to tackling climate change is consistent with the Mayor's approach to meeting his 2025 CO2 reduction target. **These delivery interventions will also contribute to Havering Transport Objectives 4, 7 and 11.**

- **Encouraging carbon-efficient travel behaviour** – increase the provision, quality, attractiveness and awareness of sustainable travel modes; and encouraging carbon efficient private vehicle use like car share and car clubs.
- **Operational efficiency** - including network management and smoothing traffic flow.

- **Managing demand** – better journey planning and smarter travel for people and goods; and parking and loading provision, regulations and enforcement.

These priorities are aimed at: reducing the number of vehicles on the road, reducing congestion, lower emissions and cleaner vehicles, and achieving modal shift.

Encouraging carbon-efficient travel behaviour

- **Carbon efficient travel behaviour** – Havering’s priorities for encouraging more walking, cycling and public transport are set out above.
- **Electric vehicle charging points** – opportunities to promote the use of alternative fuel vehicles will be explored as part of Havering’s commitment to reducing impact on climate change.
- **Council own fleet** – The Council fleet is committed to ensuring all future vehicle purchases are Euro 5 standard, installing a tracking system within fleet vehicles to monitor driving practices, providing driver training to improve fuel efficiency, and bringing in alternative fuelled vehicles into the fleet. The Council’s fleet will operate from new purpose built energy-efficient premises in Upper Rainham Road.

Operational efficiency

- **Smoothing traffic flow** – As part of its approach to tackling congestion, as set out in the Corporate Plan 2011-2014, Havering will discuss with TfL and local stakeholders the need for removal of traffic signals especially with reference to local context in implementing ‘Better Streets’ proposals (see Havering Transport Objective 5).
- **Managing the network** – The Traffic Management Act 2004 places a ‘Network Management Duty’ (NMD) on boroughs to manage their road network and secure the expeditious movement of traffic on the borough road network. Havering fulfils this through its Network Management Strategy (NMS) adopted in 2006.

Managing demand

- **School travel planning** – All Havering’s schools now have a travel plan (Figure 3.2). The priority in this LIP is to work with schools to review ‘keep clear restrictions and improve the safety and accessibility of school crossing patrols and review and, if appropriate, rewrite School Travel Plans.
- **Havering College Travel Plan** – Havering will work with the College to ensure its campuses implement up-to-date travel plans.
- **Sustainable Travel development** – continue to provide two full time posts funded by Transport for London and to promote sustainable travel initiatives e.g. car clubs and car share. These initiatives will help deliver Havering’s commitment to reducing the impact on climate change and enabling people to lead healthier lives.

- **Training and safety** – we will consider opportunities to expand cycle training and road safety education for children and adults.
- **Workplace travel planning** – we will continue to promote workplace and area based travel plans (including the London Riverside BID) and the ‘Greener Ways to Work’ campaign.
- **Travel awareness** – promotion of events like ‘Walk on Wednesday’, ‘Walk to School Week’, ‘Bike Week’, car free days, ‘Walk the Way to Health’, ‘Planet Havering’, theatre in education, and ‘Busted’.

Havering Transport Objective 9 - To reduce crime, fear of crime and antisocial behaviour

Havering’s delivery interventions involve working with Havering’s Community Safety Partnership to reduce crime, fear of crime and anti-social behaviour on public transport, in ‘hotspots’ of Romford, Hornchurch and Upminster. Havering is committed in its Corporate Plan 2011-2014 to maintaining the low rates of crime in the borough and to making people feel safe. **These delivery interventions will also contribute to Havering Transport Objective 4.**

- **Designing out crime** – investing in street pastors, taxi marshals, street lighting and CCTV, environmental improvements, and ‘Better Streets and Places’ urban realm improvements.
- **Designing out crime** – ensuring safety and security considerations are incorporated into the planning and design of transport facilities e.g. ensure new cycle hubs are convenient, well-lit and prominently located. Educate school children about responsible travel behaviour including the proper use of public transport and Oyster cards.
- **Neighbourhood road safety and public realm improvements** – in order to maximise benefits from investment and deliver a broader and more holistic improvements, road safety and public realm measures are combined e.g. neighbourhood safety schemes including neighbourhood watch, nominated neighbour, caring neighbour, alert boxes, special constable team, and 20 mph zones will consider the need for personal security improvements.

Havering Transport Objective 10 - To strengthen strategic cross boundary links and enhance interchange facilities

Havering's delivery interventions will focus on closer cross borough collaboration with neighbouring authorities to promote and strengthen transport connections especially sustainable travel modes. The Corporate Plan 2011-2104 sets out Havering's commitment to working with TfL and Crossrail to enhance transport links. **These delivery interventions will also contribute to Havering Transport Objectives 1, 2, 4, and 5.**

Havering will work with TfL and other stakeholders to ensure the benefits from Crossrail are achieved by a project(s) to enhance Romford railway station including improvements to its public realm and securing better links to the adjoining bus station. The considerable development opportunities that may help deliver this are identified in the Romford Area Action Plan.

The LIP 2011/12 - 2013/14 programmes involves the implementation of Havering's "Biking Borough" Strategy which includes scoping study for a new cycle route between Havering and Barking and Dagenham linking into the Mayor's Cycle Superhighway 3 from Tower Gateway in Central London to Barking. Delivery of the Biking Boroughs Strategy is an important part of Havering's Corporate Plan 2011-2014.

The Transport Interchange Programme identifies schemes to enhance access in and around the key transport interchanges across the borough including Romford, Harold Wood, Hornchurch, Upminster and Harold Wood railway stations. These schemes will include measures to facilitate transfer between travel modes, cycle parking, step – free access, street lighting and CCTV, enhanced public realm, improved public safety, provision of wayfinder signage and measures to enhance servicing and cleansing.

Havering Transport Objective 11 - To enhance the health of all population

Havering's delivery interventions involve working with key partner organisations (TfL, healthcare, education, leisure and sports, local authorities, sub regional partnerships, and local businesses) to enhance the health of all residents including an increasingly older population and reducing the impact of pollution and facilitating more physical exercise across all age ranges. We will work with partners to provide and enhance accessibility to public parks and the emerging 'Wildspace' project, implement Havering's emerging AQAP, and address noise mitigation. These initiatives will accord with the priorities identified in the Corporate Plan 2011-2014. **These interventions will also contribute to Havering Transport Objective 7.**

This LIP includes a wide range of measures to deliver 'active' and 'smarter' travel choices to encourage more sustainable travel and provide opportunities for healthy living. Additionally, it also includes measures to provide people with the skills and abilities to travel safely through a range of education and training opportunities.

The AQAP will be integrated with LIP. It supports and reinforces the importance of partnership working both within and outside the council providing an overarching plan under which actions to improve air quality can be implemented in a coordinated and effective way. It places the air quality aspect of the LIP and related actions into the wider context of air quality management and assessment within the borough.

The interventions identified in this section 3.3 will be made throughout the life of the LIP i.e until 2031 to achieve Havering's Borough Transport Objectives which reflect the Council's Corporate Plan as summarised in its 'Living Ambition' vision.

3.4. Programme of Investment

Overview

Table 3.2 (at the end of this Chapter) summarises Havering's **Programme of Investment** for the period 2011/12 - 2013/14 (including to 2015/16 for our Major Schemes proposals). It shows how each category of investment contributes towards the objectives and MTS goals.

Figure F.1 (Appendix F) shows how this investment will contribute to the delivery of each of the **Borough Transport Objectives** in this LIP.

The Programme of Investment reflects the **Delivery Interventions** identified in Section 3.3 and is focused on achieving Havering's Borough Transport Objectives in a cost effective manner and locally responsive manner.

Havering's programme is structured around packages of complementary measures or holistic interventions in order to maximise the benefits of our investment. It has taken account of earlier LIP funded programmes and projects where this will provide enhanced value for money. It has also reflected the scope to use developer contributions and funds provided by other third parties.

The indicative programmes set out here are provisional only and will take account of local circumstance and priorities. Detailed proposals will be confirmed in an Annual Spending Submission to TfL and bids made under the Major Schemes programme.

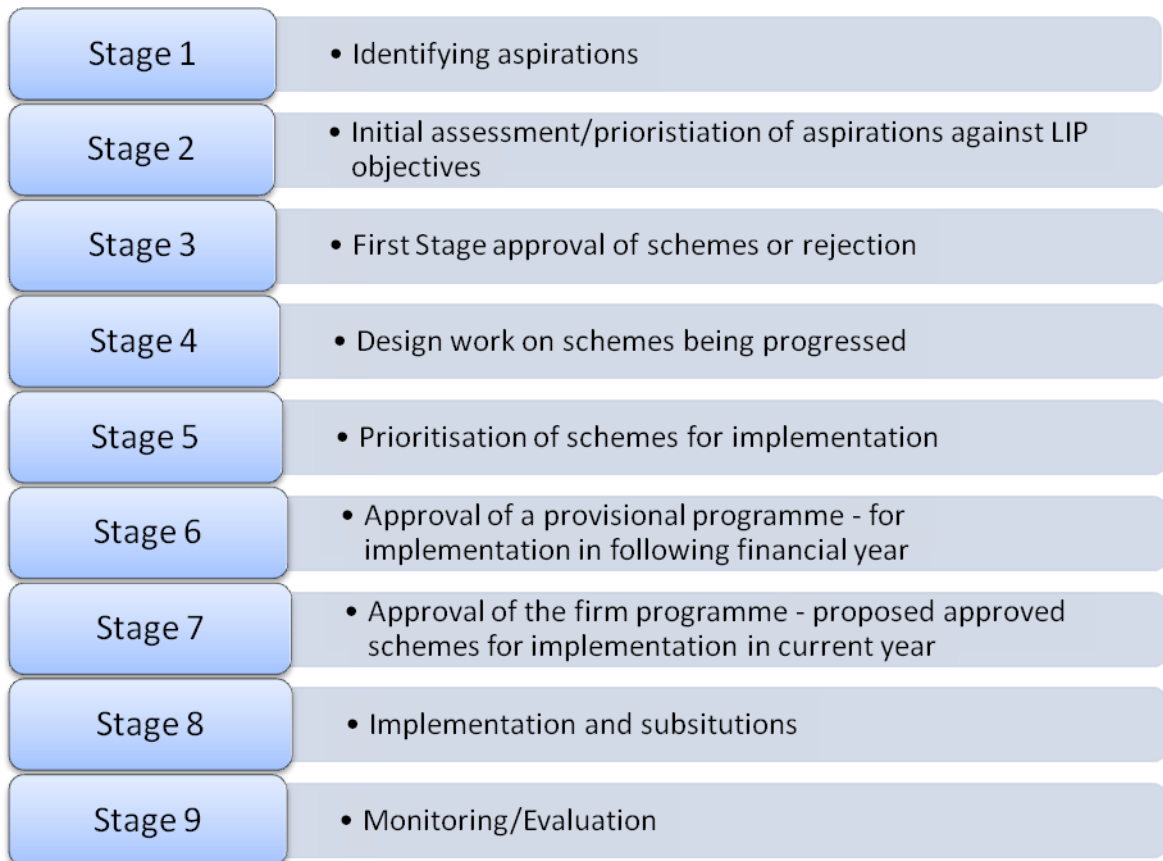
Havering's programme management approach is based on the three full years of this LIP. It recognises that it will not always be feasible or efficient

to fund, design and deliver a scheme in one year (especially the more comprehensive projects envisaged for Major Schemes funding).

Havering's Prioritisation Framework

Our prioritisation approach has involved combining technical and political consideration in a process that assisted rather than dictated decision making. It required the identification of schemes and interventions for considerations; appraisal or measurement of the likely impacts of these interventions; and was followed by informed decision-making about the balanced judgements which had to be made. This overall process is described in Figure 3.6.

Figure 3.6 Prioritisation Process for Developing, Implementing and Evaluating Scheme Programmes



Investment Proposals on the Transport for London Road Network (TLRN)

Havering's Programme of Investment will be complemented by the following proposed improvement works by Transport for London on the TLRN for the 2010/11 – 2012/13 period.

TfL's 'TLRN Improvement Plan (TIP) contributes toward implementation of the Mayor's Transport Strategy and aligns with the requirements of the Network Management Duty introduced in the 2004 Traffic Management Act:

- Improvement of A12 Mawney Road junction to investigate replacement crossing facility for the footbridge that was struck by an over height vehicle on the A12. Pedestrian crossing to be designed linking to the existing signals.
- A12 Gallows Corner to the M25 Cycle Track – detailed design of cycle tracks on the north and south side of A12 to include review of proposed entry treatments.
- Footway widening of LCN+ Link 90 on A12 Colchester Road adjacent to the Plough Public House. This includes land purchase, footway widening and resurfacing.
- Footway widening of LCN+ Link 90 on A12 Colchester Road outside Woodman's Cottage. This includes land purchase, footway widening, and relocation of signs and conversion of northern footway to shared use.
- Implementation of scheme at A12 Colchester Road/Petersfield Avenue. Proposal from original LRSU report.
- Installation of toucan crossings on Gubbins Lane and Gooshays Drive and the upgrading of existing pelican across A12 to a toucan.
- Upgrade crossing at A12 Whitelands Way junction to toucans, modify central reservation to accommodate junction alignment.

Timetable for Delivery

Most of the specific interventions set out in the Delivery Plan (see Table 3.2) in this LIP will be delivered by April 2014. The interventions marked with an asterisk (*) are those considered to be ongoing for the foreseeable future.

Work is already underway on a Major Scheme proposal for Hornchurch. Assessment is taking place on how best to build on earlier work in Romford (such as the 'Greening the Ring Road' study, the Romford Movement and Corridor studies and on-going delivery of an Area Based Scheme centred on the railway station) as the basis of a Major Scheme.

Details of the Major Schemes proposals for Hornchurch and Romford are set out in Figures 3.7 and 3.8 respectively. Subject to funding, it is envisaged that considerable progress will have been made in the delivery of these by 2013/14. It is expected that further funding will be required for these priority projects beyond this date.

The proposed Major Schemes linked to Harold Hill 'Ambitions' and Rainham 'Compass' (see Figures 3.9 and 3.10, respectively) are not

programmed to start until 2013/14. It is expected that the bulk of the funding for these will be required from 2014/15 onwards. At this early stage this cannot be quantified as the schemes are in their conceptual stages. It is important to note that at this stage, Major Schemes for both Harold Hill and Rainham are Council aspirations and TfL have not allocated any funding towards either of these proposals or indicated that they will do so.

The Delivery Plan will be refreshed every three years.

Havering's Programme of Investment

In developing our Programme of Investment we have:

- Identified delivery interventions (Section 3.3 and summarised in the Delivery Plan) which address the requirements identified in each of the MTS goals (Section 2.3). These take account of the LIP funding allocation advice received in early 2010 (as amended following the Comprehensive Spending Review). They also have regard to Havering's Annual Spending Submissions for 2011/12 and 2012/13 and the issues and priorities that have informed these.
- Reviewed evidence and prioritised our investment in programme areas where there is evidence to suggest that the intended outcome will be delivered and will make a significant contribution to Havering's LIP objectives.
- Assessed whether there could be any adverse impacts associated with potential interventions which need to be mitigated or else balanced against the benefits.
- Ensured Mayoral priorities in regard to such issues as Crossrail and walking and cycling have been addressed because these may also meet many of Havering's LIP objectives and those of its other strategies (Figure C.1).
- Considered the scale of change in travel behaviour and transport outcomes required to deliver our LIP targets as set out in Chapter 4.

Major Schemes

Havering's Programme of Investment includes four proposed Major Schemes: Hornchurch Town Centre, Romford Town Centre, Harold Hill 'Ambitions' and Rainham 'Compass' (Figures 3.7 - 3.10, respectively). Regeneration programmes for these areas are a key part of the Corporate Plan 2011-2014 and will assist in the delivery of the strategic outcome focussed on increased inward investment and economic growth.

Figure 3.7 - Hornchurch Town Centre Major Scheme Proposal

Major Scheme – Hornchurch Town Centre

Description of Major Scheme

The regeneration of **Hornchurch Town Centre** will comprise four phases:

1. Phase 1 involves improvement to the central area of Hornchurch. The package includes highway/footway realignments, paving, tree planting, lighting, wayfinding including public art, and better access to / from the town centre car parks to the High Street;
2. Phase 2 incorporates public realm enhancement to Hornchurch Underground Station with increased pedestrian space, paving, tree planting and wayfinding unit;
3. Phase 3 includes the extension of Phase 1 works to both the eastern and central western ends of the High Street and the new Conservation Area, with high pedestrian footfall. This will also include any car park access paths not originally upgraded as part of Phase 1; and
4. Phase 4 includes the remaining areas of retail along the western end of the High Street and the top of Station Lane.

Detailed design of Phase 1 is being undertaken in 2010/11 and funding is sought to take this phase to implementation in the period 2011/2 - 2013/14.

Funding is sought for Phases 2, 3 and 4 to develop scheme, undertake consultation and prepare detailed designs (Step 2). It is anticipated that Phases 2, 3 and 4 would require future levels of funding beyond the 2013/14 Financial Year.

Funding required

£4m is sought (2011/12 - 2013/14). Transport for London have indicated that they are committed to funding the Hornchurch Major scheme throughout its implementation, however future year's funding (2012/13 onwards) has not yet been allocated.

When will a Major Scheme application be submitted

Already submitted

Relative priority (against other proposed Major Schemes)

1 of 4

Contribution to Havering Borough Transport Objectives

Havering Transport Objectives 1, 2, 4, 5, 6, 7, 9 and 11.

The scheme will also help deliver the Corporate Plan 2011-2014.

Figure 3.8 - Romford Town Centre Major Scheme Proposal

Major Scheme – Romford Town Centre

Description of Major Scheme

Romford Town Centre – The proposed scheme would link the communities who live near the Ring Road to Romford Town Centre and also provide for improvements and ‘de-cluttering’ of the public realm within the Ring Road including the Historic Romford Market Place, High Street (where the Havering museum is located), Waterloo Road and The Battis Link, South Street, Eastern Road, and the main shopping centres.

It will provide improvements for local people and also visitors to the area. There is an opportunity to create a better street environment around the Ring Road, with enhanced crossings for pedestrians, and to enhance the environment for pedestrians and cyclists by creating designated cycle routes and planting trees, creating new landscapes, and through the incorporation of public art which reflects local themes. Initial work to support this has been delivered through the TfL funded ‘Greening the Ring Road’ study in 2009/10 and more recently by the Main Road and North Street Corridor Studies which followed on from the Romford Movement Study which reviewed the Ring Road.

Funding is sought to prepare a scheme justification and an indicative outline cost (Step 1) and, subject to approval, to develop its detail, undertake consultation and detailed design (Step 2). It is anticipated that the proposed scheme will require future levels of funding beyond the 2013/14 Financial Year.

Funding required

£3.7m is sought (2011/12 - 2013/14) to fully implement the scheme. However, this is a borough aspiration and only initial funding to work up a Step One submission (£30,000 in 2011/12) has been allocated by TfL. Future year’s funding (2012/13 onward) has not yet been allocated.

When will a Major Scheme application be submitted

An expression of interest has been submitted.

Relative priority (against other proposed Major Schemes)

2 of 4.

Contribution to Havering Borough Transport Objectives

Havering Transport Objectives 2, 4, 5, 6, 9 and 11.

The scheme will also help deliver the Corporate Plan 2011-2014.

Figure 3.9 - Harold Hill 'Ambitions' Major Scheme Proposal

Major Scheme – Harold Hill 'Ambitions': Improved Streets and Places

Description of Major Scheme

This scheme aims to improve streets and places in Harold Hill supporting the Harold Hill 'Ambitions' strategy. The Gooshays Drive and Gubbins Lane corridor is proposed for delivery in LIP 2011/12 - 2013/14 programme of investment. Building on this, the other elements of the scheme are:

1. Improve key linkages from new and existing housing estates to the major trip generators (e.g. Harold Wood Station and Romford) to include provision of dropped kerbs, pedestrian priority at key crossings, de-cluttering, re-paving of paths, lighting, new street furniture, and sympathetic planting;
2. Improve accessibility and pupil safety for the proposed Learning village on Settle Road/Dagnam Park Drive;
3. Improve sustainable transport links to Harold Wood Station, Learning Village, 'My Place', Central Park Leisure Centre, and Hilldene shops in line with the commitment to improving public transport links set out in the Corporate Plan;
4. Encourage walking and cycling accessibility around the estate linking to parks and open spaces, the LCN and LOOP, and the Ingrebourne Valley Greenway Corridor and Thames Chase sites;
5. Address concerns about community safety to include in Phase 1 a review of paths and alleys to include street lighting, reduced street clutter, improved site lines and better signage; and
6. Revitalise Hilldene Shopping Centre by improving accessibility, traffic management and street scene.

Funding is sought to prepare scheme justification and indicative outline cost (Step 1) and upon approval to develop the details of the scheme, undertake consultation and detailed design (Step 2). It is anticipated that the proposed scheme will require future levels of funding beyond the 2013/14 Financial Year.

Funding required

£400k is sought (2013/14). This is a borough aspiration and this funding has not been allocated by TfL.

When will a Major Scheme application be submitted

2012/13 - tbc

Relative priority (against other proposed Major Schemes)

3 of 4

Contribution to Havering Borough Transport Objectives

Havering Transport Objectives 1, 2, 4, 5, 6, 7 and 9.

The scheme will also help deliver the Corporate Plan 2011-2014.

Figure 3.10 - Rainham 'Compass' Major Scheme Proposal

Major Scheme – Rainham 'Compass' – 'Wildspace' and Rainham to the River and Rainham Public Realm

Description of Major Scheme

Rainham Compass - Rainham Village is an historic village which acts as a gateway to the marshes, community and major employment areas beyond. The village suffers from traffic congestion and does not fully exploit the opportunity it has to provide access to the marshes and to the 'Wildspace' project. The significant employment areas are very poorly served by public transport. There is poor connectivity between transport hubs, Rainham Station and Dagenham Dock, which results in excessive reliance by the workforce on private car for travel to work. These difficulties are reflected in the activities highlighted in the Corporate Plan 2011-2014.

This inaccessibility also creates problems in recruitment and retention of staff for local firms. Key improvements include orbital bus routes through the area and the new Beam Park Station on the LTS mainline. The public and wild spaces of Rainham, Wennington and Aveley Marshes, (the 'Wildspace' project), will be the most high profile and strategically significant part of the East London Green Grid and a key part of the wider strategy for the Inner Thames cluster. Specific detailed elements of the project are focused towards the western end of the marshes, and will transform the core public realm spaces of Rainham village, improve links to and across the Rainham Marshes, and improve access to the Thames waterfront and City to the sea Path closest to the village. Delivery of this project will accord with the Corporate Plan 2011-2014 commitment to the natural environment being enjoyed by local residents and visitors.

It is proposed that the scheme development, consultation and detailed design (Step 2) stage be prepared in 2013/14 with scheme implementation (Step 3) requiring further funding beyond 2013/14 Financial Year.

Funding required

£200k is sought (2013/14). This is a borough aspiration and this funding has not been allocated by TfL.

When will Major Scheme application be submitted

2012/13 - tbc

Relative priority (against other proposed Major Schemes)

4 of 4

Contribution to Havering Borough Transport Objectives

Havering Transport Objectives 1, 5, 6, 7, 9 and 11.

The scheme will also help deliver the Corporate Plan 2011-2014.

3.5. Risk Management

Havering recognises that it is essential that all risks associated with the delivery of its LIP are acknowledged and minimised and managed so as to ensure that chances of success are maximised.

A structured methodology has been developed to identify, assess, mitigate and manage potential risks throughout the lifecycle of the LIP programme.

This methodology has three key stages:

- Identification of risks, opportunities and uncertainties at both schemes and programme level;
- Risk quantification, analysis, and prioritisation for decision support; and
- Ongoing reporting, review, and mitigation.

The primary objective of this methodology is to assist the scheme and programme teams to focus their skills on the areas of uncertainty, thus reducing or avoiding the impacts of risks and allowing them to exploit opportunities for cost savings.

Individual Scheme / Policy Risks

A risk register will be maintained for each intervention being implemented, with the level of information recorded proportionate to the size and complexity of the intervention.

Programme Level Risks

Table 3.3 identifies a range of risks and mitigation measures relating to the delivery of the overall LIP programme, and the achievement of outcomes.

As part of our risk assessment process, programme delivery will be monitored at bi-monthly meetings in order to identify and resolve any issues or concerns as soon as they occur. If it is apparent that there are significant risks to timescales and / or costs, it is possible to re-prioritise design work so that abortive costs are minimised.

Table 3.3 – Programme Risks and Mitigation Measures

Identified risk	Proposed Mitigation Measures
Resource to plan, design and implement the programme	<p>Work planned in conjunction with in-house, contractor and consultant resources</p> <p>Identification of a reserve list of schemes in order to ensure efficient use of resources if schemes are delayed or additional funds are made available</p>
Policy and political compatibility	<p>A spread of schemes across policy areas will ensure that delivery are across the whole range of intended targets and outcomes</p> <p>Elected members are closely involved in scheme prioritisation and programme approval</p>
Delays to progress of work	<p>Timescale for delivery allows sufficient time to undertake a feasibility study, develop a detailed design, undertake consultation, and address any identified issues</p> <p>Consultation with statutory undertakers is undertaken at the earliest possible stage</p> <p>Early liaison with the Council’s legal department ensure that all required Notices and Orders are built into the programme</p>
Costs increases / Budget reduction	<p>Project costs are reviewed internally on a bi-monthly basis and any variants in cost are escalated to the Programme Manager and the relevant Director</p> <p>Permission may then be given to transfer funds from one budget to another to ensure that the highest priority projects are completed while staying within the overall budget</p> <p>Where a scheme experiences delays opportunities to transfer funding to other priority schemes will be explored</p>
Stakeholder support	<p>Early consultation is undertaken in advance of detailed design, so that any fundamental issues are addressed as soon as possible</p> <p>Consultation is taken at detailed design stage</p> <p>Council representation on service specific partnerships like Community Safety Partnership</p>

Programme of Investment

Borough: London Borough of Havering

Year: 2011/12 - 2013/14

Table 3.2

Programme areas

Programme areas	Funding source	Ongoing scheme?	Funding (£,000s)			MTS Goals:				LIP objectives	
			2011/12	2012/13	2013/14	Total	Environment	Quality of life	Safety and security		Climate change
Corridors, Neighbourhoods and Supporting Measures	LIP allocation	✓	958	710	600	2,268	✓	✓	✓	✓	1,2,5,6,9,11
	Council Capital		2,700			2,700					
	Developer		567	1,000	50	1,617					
	Third Party Funding		600			600					
	LIP allocation	✓	415	410	340	1,165	✓	✓	✓	✓	1,2,3,5,6,7,8,11
	Council Capital		1,000			1,000					
	Developer		73			73					
	LIP allocation	✓	250	230	190	670	✓	✓	✓	✓	1,2,4,5,7,9,10
	Developer		430								
	LIP allocation	✓	302	390	340	1,032	✓	✓	✓	✓	6,8,9
	Developer		20	200							
	LIP allocation		50	50	50	150	✓	✓	✓	✓	4,7,8,11
	Developer										
	LIP allocation	✓	250	180	180	610	✓	✓	✓	✓	1,2,4,7,8,11
	Third Party Funding		450	450		900					
LIP allocation		60	120	100	280	✓	✓	✓	✓	1,2,3,4,5,7,8,10,11	
Developer		30	20							1	
LIP allocation	✓	70	73	70	213	✓	✓	✓	✓	1,4,7,8,11	
Developer											
LIP allocation	✓	5	10	9	24	✓	✓	✓	✓	1,4,7,8,11	
Developer			50								
LIP allocation	✓	81	70	60	211	✓	✓	✓	✓	4,5,7,8,11	
Developer											
LIP allocation	✓	90	70	60	220	✓	✓	✓	✓	4,5,7,8,11	
Developer		57	50	40	147	✓	✓	✓	✓	5,7	

Integrated transport total		8,468	4,203	2,179	14,840				
Maintenance	Principal Road Renewal - Implementation of road resurfacing measures at key locations across the borough based on condition survey information, including the Romford Ring Road.	480	500*	500*	480	✓			1,2,3,5
		150			150				
	"Highways Structures Assessment" - Feasibility at prioritized locations.	50	50	50	150	✓			1,2,3,5
	"Highways Structures Implementation" - Detailed design & implementation of highways structures at Uppminster Road Bridge, Rush Green Road Bridge and Blacks Bridge (Main Road).	16	103*	108*	16	✓			1,2,3,5
	150*	1058*	1390*	0	✓			1,2,3,5	
Maintenance total		868	60	60	786	✓			
Major Schemes	Homochurch Town Centre - The regeneration of Homochurch Town Centre will comprise four phases: Phase 1 involves improvement to the central area of Homochurch. The package includes highway/footway realignments, paving, tree planting, lighting, wayfinding including public art, and better access from town centre car parks to the High Street; Phase 2 incorporates public realm enhancement to Homochurch Underground Station with increased pedestrian space, paving, tree planting and wayfinding unit; Phase 3 includes the extension of Phase 1 works to both the eastern and central western ends of the High Street and the new Conservation Area, with high pedestrian footfall. This will also include any car park access paths not originally upgraded as part of Phase 1; and Phase 4 includes the remaining areas of retail along the western end of the High Street and the top of Station Lane.	✓			1,000	✓			1,2,4,5,6,7,9,11
		150			150				
	Romford Town Centre - The scheme would link the communities who live near the Ring Road to Romford Town Centre and also provide for improvements and de-cluttering of the public realm within the Ring Road including the Historic Romford Market Place, High Street where the museum is located, and the main shopping centres. This will provide improvements for local people and also visitors to the area. There is an opportunity to create a better street environment around the Ring Road, with enhanced crossings for pedestrians, and to enhance the environment for pedestrians and cyclists by creating designated cycle routes and planting trees, creating new landscapes, and through the incorporation of public art which reflects local themes.	30			30	✓			2,4,5,6,11
		310	310	310	630				
Major Scheme total		1,360	310	310	1,800				

4. PERFORMANCE MONITORING PLAN

4.1. Introduction

In order to monitor delivery of Havering's LIP objective and intended outcomes, a number of targets and indicators have been identified. These include:

- **Core Targets** – locally specific targets for the **MTS Strategic Indicators** relevant to boroughs, for which all boroughs are required to set and agree targets with TfL, and which will be used to assess delivery of MTS outcomes at a borough level. A description of the indicators and corresponding targets is outlined in Section 4.2 and Figures 4.1 to 4.5.
- **Local Targets** – additional targets for **local performance indicators**, covering other outcomes which are a local priority for Havering. A description of the indicators and corresponding targets is outlined in Section 4.2 and Figure 4.6.

A complete list of targets and indicators by MTS Goals, MTS Outputs, and LIP objectives is provided in Table 4.1. The causal chain diagram shown in Appendix F (Figure F.1) outlines a clear connection between our LIP objectives, the proposed Programme of Investment for Havering and the targets identified in Table 4.1.

Further target information including base year and baseline data, target year and target outcomes, and the anticipated target trajectory is summarised in Figure 4.7 - Proforma B at the end of this chapter.

4.2. Target setting

The rest of the section illustrates how Havering has developed its targets, and how these will ensure delivery of outcomes. In particular, it identifies:

- Evidence to indicate that the target is, at once ambitious and realistic, given indicative funding levels;
- Key actions needed to achieve the targets, including the schemes and policies that need to be implemented and the role of local partners; and
- Principal risks to the achievement of the target and how these will be managed.

Table 4.1 – Targets and Indicators for Monitoring Delivery of Outcomes from Havering’s Local Implementation Plan

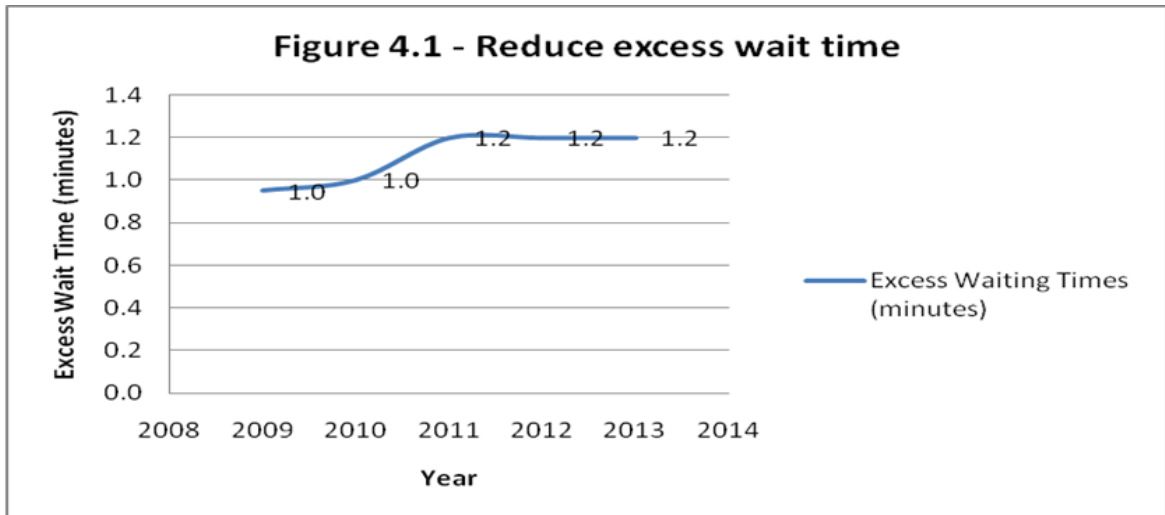
Category	Target / Indicator	Relevant LIP Objectives
Economic Development and Population Growth		
Core Targets (mandatory)	<ul style="list-style-type: none"> ▪ Maintain bus service reliability at 1.1 min EWT in 2009/10 and ensure it does not exceed 1.2mins EWT in 2013/14 and 1.1min in 2017/18.. ▪ Ensure % of principal road lengths in need of repair is maintained and do not exceed 4% by 2017/18. 	Obj 1 Obj 3
Local Targets	<ul style="list-style-type: none"> ▪ Annual increase of 2 fully accessible loading bays between 2011/12 and 2013/14 from a baseline of 2 in 2009/10. 	Obj 1
Quality of Life		
Local Targets	<ul style="list-style-type: none"> ▪ Air quality – ensure that there are no exceedences of the annual mean for Nitrogen Dioxide of 40 µg/m³. 	Obj 5
Safety and Security		
Core Targets (mandatory)	<ul style="list-style-type: none"> ▪ Road traffic casualties <ul style="list-style-type: none"> ○ Reduce the number of people killed and severely injured in road collisions by 74 between 2018 and 2020. ○ Reduce the total number of casualties by 627 between 2018 and 2020. 	Obj6
Local Targets	<ul style="list-style-type: none"> ▪ Reduce all child casualties by 55 between 2018 and 2020. 	Obj 6
Opportunities for all		
Local Targets	<ul style="list-style-type: none"> ▪ Increase the number of fully accessible bus stops from 217 in 2009/10 by 2.5% annually between 2010/11 and 2021. 	Obj 1
Climate Change and Resilience		
Core Targets (mandatory)	<ul style="list-style-type: none"> ▪ Maintain cycling to 1.5% of trips between 2011/12 and 2013/14 with long term target of increase cycling to 2.5% by 2025/26 ▪ Increase current 19% walking to 20% by 2013/14 with long term target to increase walking to 21% by 2025/26 ▪ CO₂ emissions – reduce CO₂ emission by 60% by 2025 from 1990 base ▪ CO₂ emissions – overall reduction by 16.25% in 2013/14 with base year 2008 of 355: 2% in 2010/11, 7% in 2011/12, 4% in 2012/13 and 4% in 2013/14 (NI 185) 	Obj 4, 7, 11 Obj 8
Local Targets	<ul style="list-style-type: none"> ▪ Increase % of children using sustainable travel modes to school from 65 in 2009/10 to 82 in 2025/26. 	Obj 7
MTS Outputs		
Output Indicators / Targets	<ul style="list-style-type: none"> ▪ Cycle Superhighway schemes ▪ Cycle parking hubs ▪ Electric vehicles charging points ▪ Better streets ▪ Cleaner local authority fleets ▪ Net increase in street trees 	Obj 7, 10 Obj 4, 10 Obj 7, 8 Obj 5 Obj 8 Obj 5

Core Targets

Bus Service Reliability Core Target

Average excess wait time of all high-frequency services running in the Borough	
Baseline	1.1 minutes (2009/10)
Short-term (interim) target	1.2 minutes (2013/14)
Long-term target	1.1 minutes (2017/18)
Source	iBus data
Evidence that the target is realistic and ambitious	<p>The reliability of Havering's high frequency bus services is generally very good. In 2009/10, Havering's high frequency bus services ranked in the 2nd quartile of all London boroughs with an average bus journey reliability of 1.1 min excess wait time (EWT). This represents an improvement in bus reliability in recent years and is partly a result of the introduction of bus priority measures at key locations.</p> <p>However, due to reduction in TfL's overall LIP funding Havering will adopt the TfL Business Plan¹³ projection of 1.2 minutes for the next few years as a prudent target. The longer term target is to reduce EWT back to current levels of 1.1 minutes by 2017/18.</p>
Key actions for the Council	<p>To achieve this target, Havering will:</p> <ul style="list-style-type: none"> • aim to implement a range of engineering solutions with specific mitigation on congestion to smooth traffic movement; • ensure that expenditure will be delivered in line with our programme of investment; • ensure the rollout of the accessible bus stop programme; • ensure freight loading bays are provided to remove obstruction on main roads and smooth traffic; and • maintain and reduce the length of repairs required on principal roads.
Key actions for local partners	Early contractor involvement in scheme design to ensure effective programming and delivery. Local partners include businesses.
Principal risks and how they will be managed	Funding cuts and competing demand for limited funds. Other key risks include deterioration in road condition, increasing traffic congestion, and utilities undertaking.

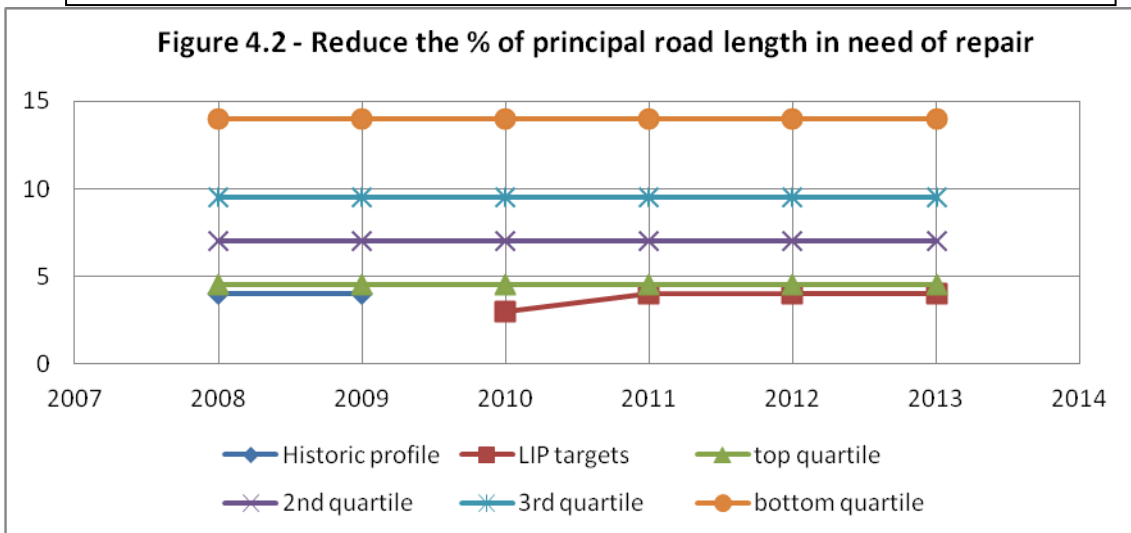
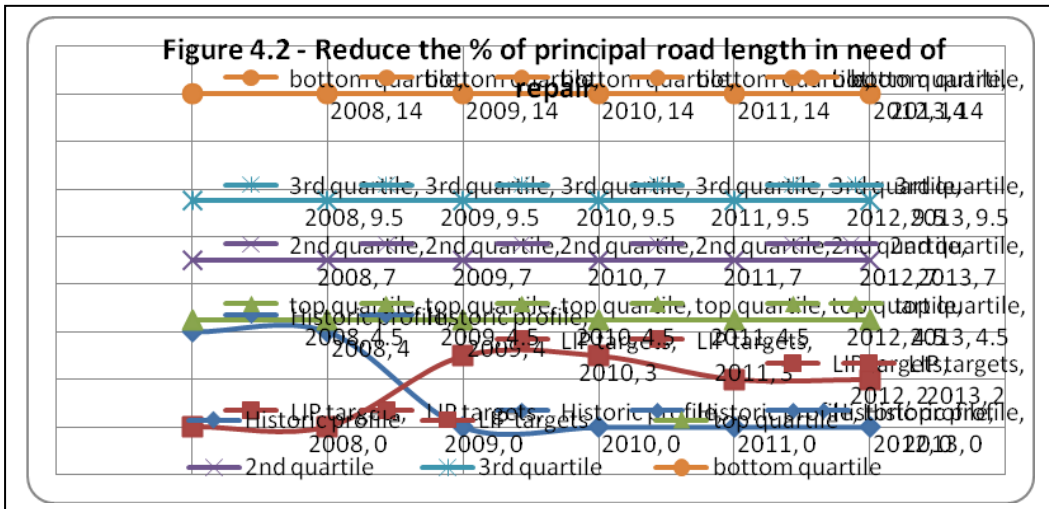
¹³ TfL Business Plan 2009/10 – 2017/18



Road Condition Core Target

Proportion of the principal road network where maintenance should be considered	
Baseline	3.1% (2009/10)
Short-term (interim) target	4% (2013/14)
Long-term target	4% (2017/18)
Source	Detailed Visual Inspection (DVI) data
Evidence that the target is realistic and ambitious	<p>Havering recorded a reduction of 48% in the length of its Principal Roads needing repair between 2005/6 and 2008/9, This is a significant reduction which places Havering in the top quartile (best performing) of all London boroughs. The Council is committed to maintaining this performance and identified £1.5million from LIP maintenance fund for this three year period.</p> <p>Due to the uncertainty of funding from TfL and competing demands from other Havering services, sections of road lengths will be prioritised for funding according to need. The interim and longer-term target has been set at 4% to reflect this uncertainty.</p>
Key actions for the Council	<p>To achieve this target, Havering will:</p> <ul style="list-style-type: none"> • ensure that expenditure reflects our prioritised list of Principal Road renewal requirements, and is consistent with the aims and objectives of our HAMP; • ensure our neighbourhood and corridors initiatives include maintenance deliverables where appropriate; • ensure that maintenance is carried out in a timely manner; and • ensure that Council funding commitments are secured.
Key actions for local	Early contractor involvement in scheme design is needed to

partners	make sure that they make a positive contribution to the effective programming of, and delivery of the schemes.
Principal risks and how they will be managed	Funding cuts and competing demand for limited funds. In anticipation of possible cuts from the LIP sourced maintenance fund we have allowed for up to a 30% cut in our allocation by setting our targets to 4%. Unseasonable climatic conditions (e.g. wet and icy winters and dry summers) may challenge the maintenance programme.



Road Safety Core Target

Reported casualties (both KSIs and total casualties) occurring on the entirety of the road network within the Borough		
Baseline	KSIs	Total casualties
	111 (2006-2008 average)	936 (2006-2008 average)
Short-term (interim) target	100 (2011 – 2013 average)	843 (2011 – 2013 average)
Long-term target	74 (2018 – 2020 average)	627 (2018 – 2020 average)

Source	London Road Safety Unit
Evidence that the target is realistic and ambitious	<p>Between the five year average of 1994 – 1998 and 2008, the number of recorded casualties in Havering changed as follows:</p> <ul style="list-style-type: none"> • 60% reduction in killed and seriously injured (KSIs) • 29% reduction in total casualties (the sum of all fatal, serious and slight casualties). <p>The average change across all London boroughs over this period was:</p> <ul style="list-style-type: none"> • 47% reduction in KSIs • 37% reduction in total casualties <p>In terms of KSI reduction, this places Havering in the second quartile of all London boroughs, but it is recognised that there is room for further improvement and improving the safety of the road network remains a priority for the Council in line with the MTS.</p> <p>The targets set equate to further reductions of 33% for both KSIs and total casualties between the baseline (2006 – 2008 three year average) and 2020. These represent stretched targets against a background of population increase, travel demand growth, and a reduction in easily identifiable accident clusters (as many clusters have already been remedied), however the Council considers that they are achievable.</p>
Key actions for the Council	<p>To achieve this target, Havering will:</p> <ul style="list-style-type: none"> • ensure casualty reduction programme remains at the current level subject to resources being available; • complement engineering safety schemes with education, training, and publicity on all casualty and KSI incidents; • incorporate cycle and pedestrian safety measures into infrastructure, regeneration and development projects; and • use of data led approach to prioritise and inform all investment on safety.
Key actions for local partners	<p>Local partners (the Police, Education and Health services, and local schools) to support policies for improving road safety and implement their initiatives. TfL and HA has a strong role to play in reducing casualties on the TLRN and national roads.</p>
Principal risks and how they will be managed	<p>Key risks are funding cuts and competing demand from other services. Delays in scheme implementation and traffic increase above forecast flow will create problems in</p>

achieving yearly casualty targets and actual 2020 targets. These risks will be managed by reviewing accident patterns and the delivery programme continually to enable expenditure to be focused where needed.

Figure 4.3a - Havering All KSIs Reduction

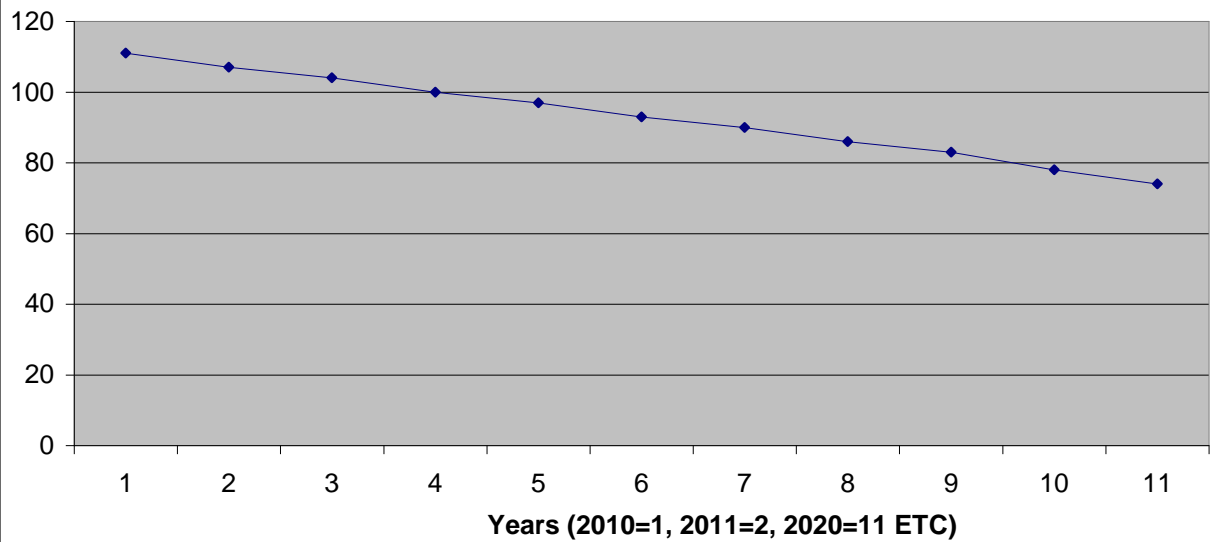
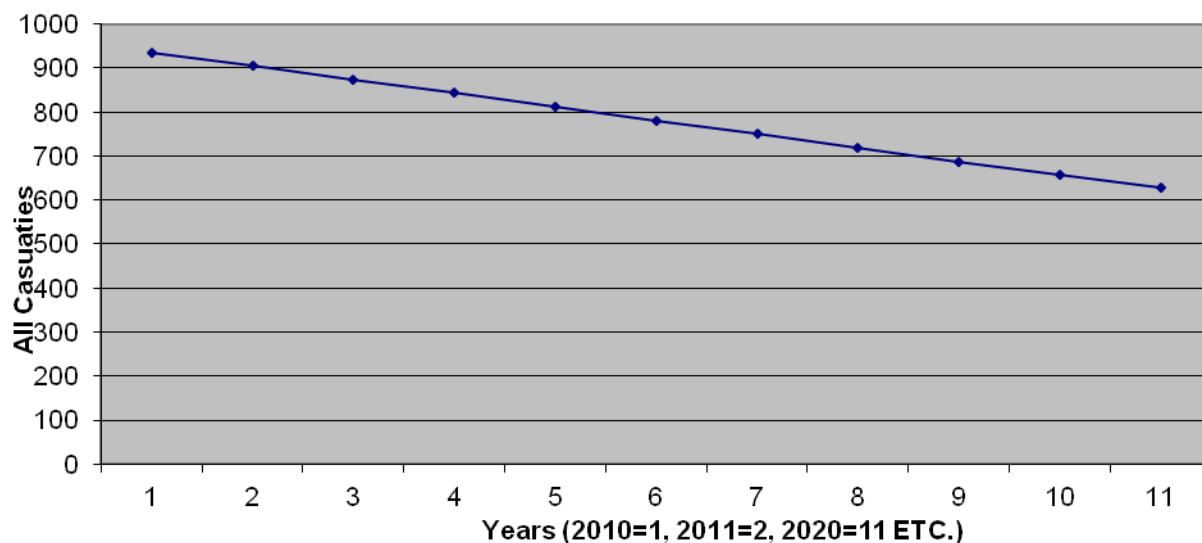


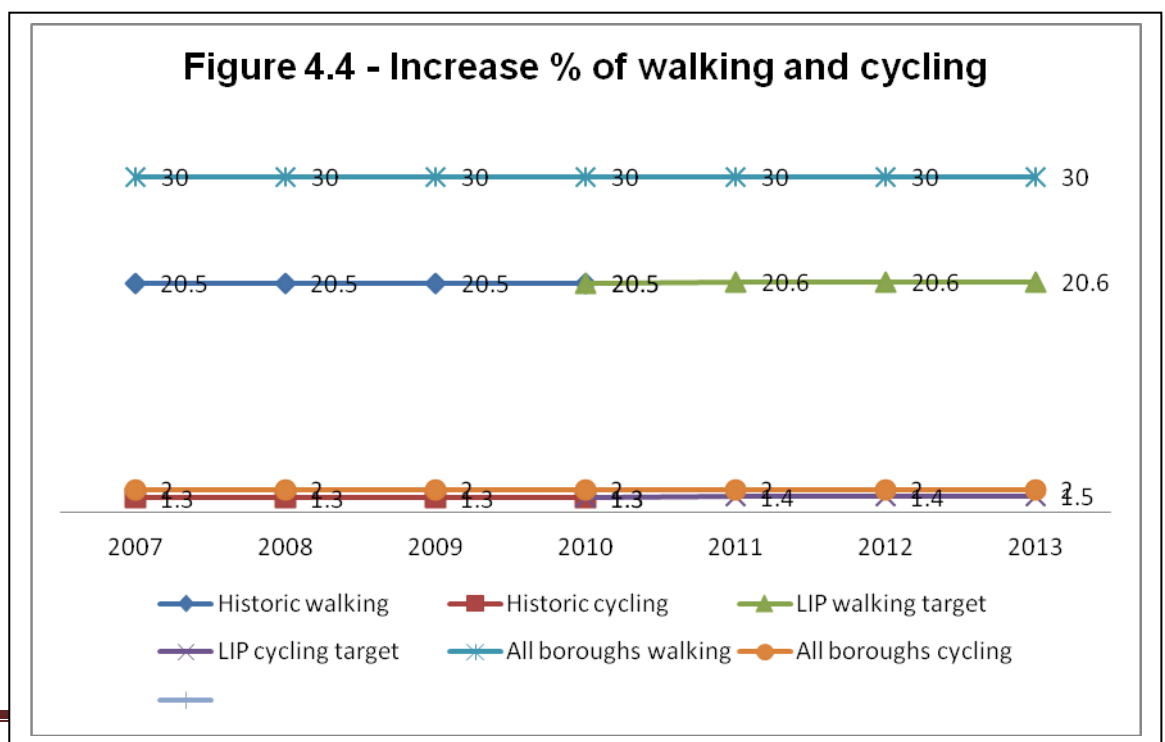
Figure 4.3b - Havering All Casualties Reduction



Mode Share Core Target

Walking and cycling mode share based on trips originating within the London Borough of Havering		
Baseline	<u>Walking</u> 20.5% (2006/07 – 2008/09)	<u>Cycling</u> 1.3% (2006/07 – 2008/09)
Short-term (interim) target	20.6% (2013/14)	1.5% (2013/14)
Long-term target	21.0% (2025/26)	2.5% (2025/26)
Source	London Travel Demand Survey	
Evidence that the target is realistic and ambitious	<p>Due to Havering’s spatial geography and low population density, car travel is a significant form of transport in the borough. This is evident in Havering’s walking and cycling mode share being lower than the London average.</p> <p>Whilst current statistics of 20.5% walking mode share compared with 26% in LB Redbridge suggest that there may be potential scope for further mode shift, it is prudent to set a target of only a slight increase in walking mode share to 20.6% in the short-term. In the longer-term a slight increase in walking mode share to 21% is considered appropriate.</p> <p>For cycling, current statistics indicate a 1.3% mode share, which is broadly comparable to the neighbouring boroughs of Redbridge and Barking & Dagenham. Analysis by TfL into the potential for new cycling trips (based on a 2005/08 LTDS dataset) suggests</p>	

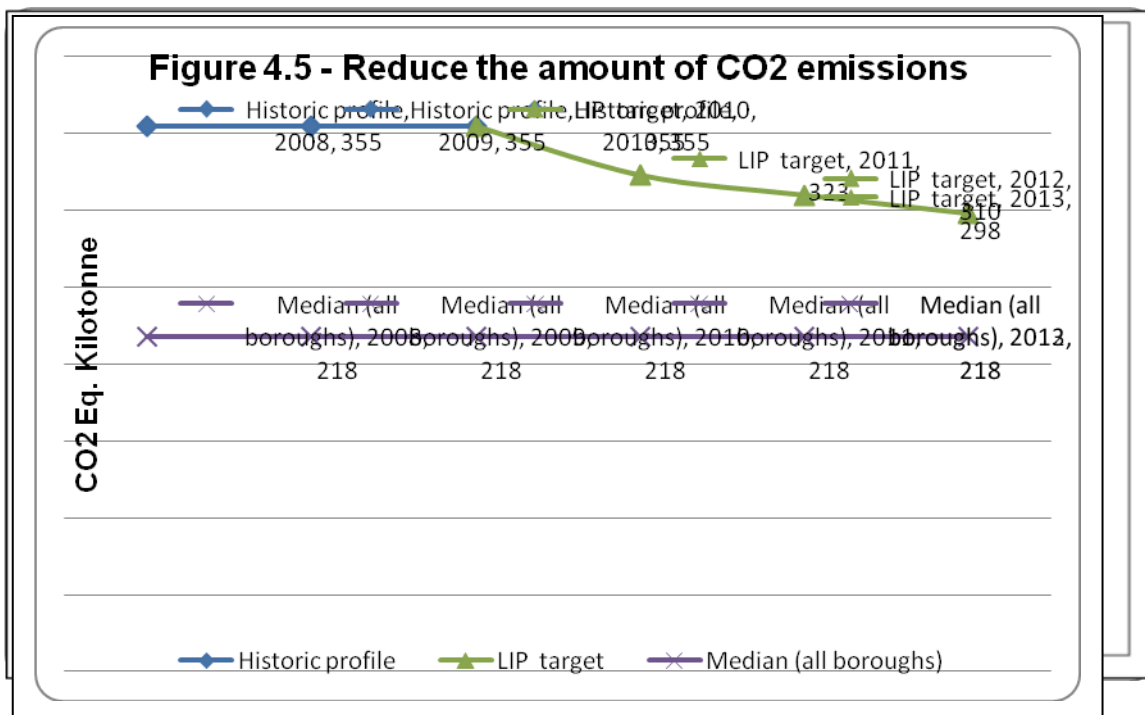
	that of all trips in Havering that are made by mechanised modes, 28% are potentially cyclable. This excludes trips that might not reasonably be cycled (such as those by young or elderly people) and does not suggest that these trips could or would transfer to cycling but can be seen as the maximum potential for cycling trips (which is significantly higher than the 2.5% target proposed). However, when taking into account the spatial land use distribution of the borough it is considered prudent to maintain a 1.5% target in the short-term and 2.5% for the long term.
Key actions for the Council	To achieve this target, Havering will: <ul style="list-style-type: none"> • implement a range of sustainable transport schemes within its Delivery Plan; • manage travel demand for car use through Smarter Travel initiatives; • encourage more walking and cycling through Smarter Travel Initiatives; • incorporate cycle and pedestrian initiatives into infrastructure, regeneration and development projects; • ensure our neighbourhood and corridors initiatives include public realm improvements to town centres; and • utilise traffic engineering to improve road safety extend the provision of greenways.
Key actions for local partners	Local partners (the Police, Education and Health services, education and businesses) will help to implement travel planning initiatives and encouraging changes in travel behaviour.
Principal risks and how they will be managed	The principal risks, apart from funding uncertainty, to the achievement of this target include delays to the implementation of schemes and increase in traffic level.



CO2 Emissions Core Target

CO2 emissions emanating from all sources of ground-based transport in the London Borough of Havering	
Baseline	355 kilo-tonnes (2008)
Short-term (interim) target	298 kilo-tonnes (2013)
Long-term target	200 kilo-tonnes (2020)
Source	GLA London Energy and Greenhouse Gas Inventory
Evidence that the target is realistic and ambitious	<p>The Council is committed to reducing CO2 emissions from ground-based transport. Havering's CO2 emissions are similar to other outer London boroughs such as Hillingdon and Hounslow but high compared to the rest of London. This is largely generated from road transport. In 2008 all sources of ground-based transport in Havering (including roads, railways and ground-based aviation) generated 355 CO2 equivalent kilotonnes (i.e. 30% of all emissions).</p> <p>The Mayor's Transport Strategy states that Havering's emissions in the range of 5.3 million tonnes to 4.6 million tonnes will be required if the Mayor's target for 2025 is met. A range is given to reflect the range in estimates of the scale of reductions required for the transport sector, and it is recognised that the relative contribution of each sector (eg. transport, housing, industry) will vary with some sectors having more scope to make reductions than others.</p> <p>The long-term target for Havering is based on the upper point of the range of required transport sector CO₂ emissions (ie. 5.3 million tonnes), equating to 200 kilo-tonnes by 2025. This represents a 44% reduction between 2008 and 2025, and is closely aligned to the indicative trajectory previously provided by TfL.</p> <p>A comprehensive and complementary programme of interventions that will help reduce CO2 emissions has been identified in the Delivery Plan, including:</p> <ul style="list-style-type: none"> • Robust smarter travel initiatives; • Technology infrastructure like LED, electric charging points; and • Sustainable travel infrastructure and access to transportation hubs, town centres and other employment zones/areas. <p>If the target is to be met, significant improvements in vehicle</p>

	efficiency coupled with take up of biofuels and low carbon vehicles (including electric vehicles) will be required, and this is largely dependent on actions by others including national government.
Key actions for the Council	To achieve this target, Havering will: <ul style="list-style-type: none"> • ensure expenditure reflects the need to reduce its CO2 emission amount and is consistent with the aims and objectives of Climate Change Strategy; • ensure that the programme is carried out in timely manner; • work with TfL to deliver committed rail and tube improvements and bus network enhancement; and • manage demand for car use through Smarter Travel Initiatives.
Key actions for local partners	Local partners include local businesses, education services, schools and colleges. Early involvement of contractors to ensure effective programming and delivery of schemes. National government – encourage improvements in vehicle efficiency and take up of low carbon vehicles
Principal risks and how they will be managed	Funding cuts and competing demands for limited funds with adverse impact on progress of major public transport infrastructure facilities. Delay to scheme implementation esp. of public transport schemes to be identified as high priority for funding within the Borough and with TfL and nationally.



Local Targets

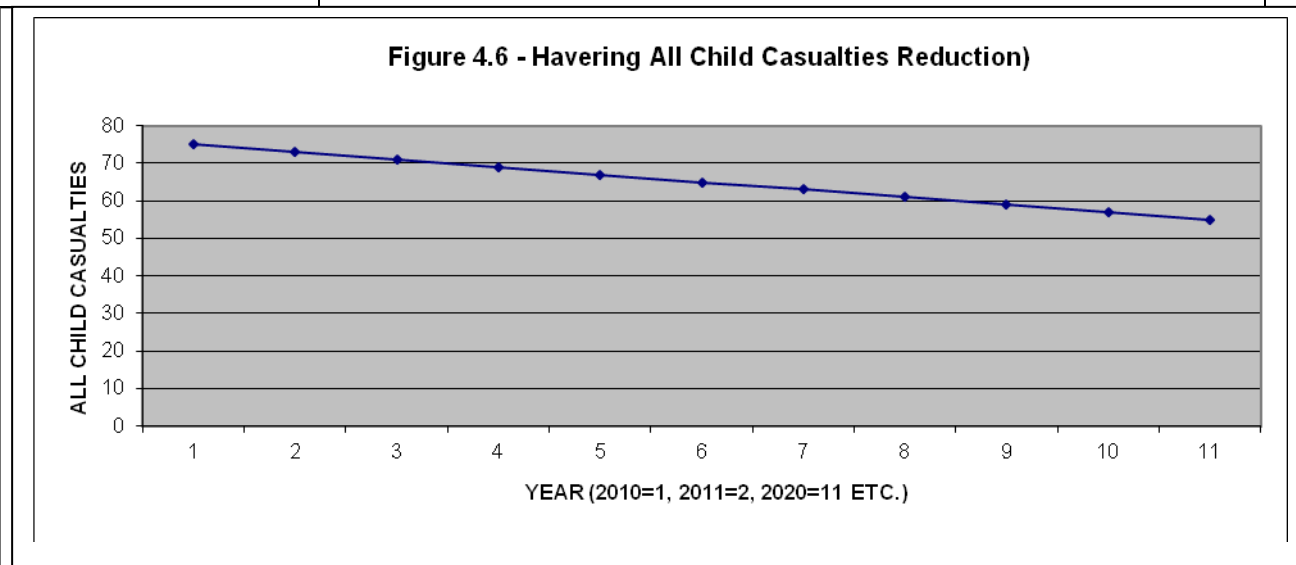
A number of local targets have also been identified for delivery within Havering's Delivery Plan. The targets relate to outcomes that are important to the achievement of Havering's LIP objectives or represents important interim outcomes which are necessary to the achievement of its overall LIP objectives:

- All child casualties reduction – Targets are based on continuing the significant reduction in child casualties over the past 3 years;
- Air quality – Targets are taken from Havering's Draft Air Quality Plan, and represent the emissions levels required to meet the UK Air Quality Objectives;
- Accessible bus stops – Targets are set to increase the number of fully accessible stops and improve access to public transport services and facilities;
- Accessible loading bays – Targets are set to improve servicing of freight vehicles to businesses and to reduce freight blocking of traffic flow; and
- School mode share – Targets are developed for smarter travel strategy and to meet longer term LIP objective of climate change.

Child Casualty Reduction Local Target

Reduce the number of all child casualties	
Baseline	75 (2006 – 2008 average)
Short-term (interim) target	69 (2011 – 2013 average)
Long-term target	55 (2018 – 2020 average)
Source	London Road Safety Unit
Evidence that the target is realistic and ambitious	<p>Killed and seriously injured casualty was reduced by 48% between 1994 -1998 and 2006 - 2008 which position Havering in the 2nd quartile (best performing) pan London. However this high achievement still missed the Mayor's target of 50% KSI reduction. In order to achieve this, Havering will continue to deliver a higher % improvement 10% in this 3 year programme.</p> <p>Although a target of 10% total casualty target between 2010 and 2014 could be set, this figure may not be achievable given that funding is limited. Unless significant funding is allocated we are unlikely to achieve total casualty target -10% and KSI target - 10% between 2010 and 2014.</p> <p>This represents a stretched target against background of population increase, travel demand growth, and a reduction in easily identifiable accident blackspots.</p>

Key actions for the Council	To achieve this target, Havering will: <ul style="list-style-type: none"> • Continue to ensure its casualty cluster reduction programme remain at the current level of resourcing and spend; • complement engineering safety schemes with education, training, and publicity on all casualty and KSI incidents; • incorporate cycle and pedestrian safety measures into infrastructure, regeneration and development projects; and • use of data led approach to prioritise and inform all investment on safety.
Key actions for local partners	Local partners (the Police, Education and Health services, and local schools) to support policies for improving road safety and implement their initiatives. TfL and HA has a strong role to play in reducing casualties on the TLRN and national roads.
Principal risks and how they will be managed	Key risks are funding cuts and competing demand from other services. Delays in scheme implementation and traffic increase above forecast flow will create problems in achieving yearly casualty targets and actual 2020 targets. These risks will be managed by reviewing accident patterns and the delivery programme continually to enable expenditure to be focused where needed.



Air Quality Local Target

Ensure Annual Mean NO ₂ levels measured in Havering are below the statutory target of 40ugm (source)																			
Baseline	40ugm target breached twice since 2006 (see below) Note: No data for HV1 2008 and 2009, no data for HV3 for 2007, 2008 and 2010 hence incomplete dataset.																		
Short-term (interim) target	No breaches by 2013 at Havering's current real time monitoring stations (HV1 and HV3) of the statutory target of 40ugm.																		
Long-term target	No breaches by 2020/21 following; 1. A comprehensive review of current AQ monitoring and updating modelling data for the borough. 2. Implementation of necessary measures to ensure the local indicator is achievable and measured against relevant and representative data.																		
Source	Real Time AQ Monitoring results within the borough (NO ₂ annual mean); <table border="1" data-bbox="523 931 1426 1256"> <thead> <tr> <th></th> <th>HV1 (ugm) (Roadside of New Rd, Rainham)</th> <th>HV3 (ugm) (Roadside on Waterloo Rd, Romford)</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td>41</td> <td>39</td> </tr> <tr> <td>2007</td> <td>39</td> <td>NR</td> </tr> <tr> <td>2008</td> <td>NR</td> <td>NR</td> </tr> <tr> <td>2009</td> <td>NR</td> <td>40</td> </tr> <tr> <td>2010</td> <td>38</td> <td>NR</td> </tr> </tbody> </table> <p>Note: If less than 90% measured then cannot report levels as part of the Local Air Quality Network</p>		HV1 (ugm) (Roadside of New Rd, Rainham)	HV3 (ugm) (Roadside on Waterloo Rd, Romford)	2006	41	39	2007	39	NR	2008	NR	NR	2009	NR	40	2010	38	NR
	HV1 (ugm) (Roadside of New Rd, Rainham)	HV3 (ugm) (Roadside on Waterloo Rd, Romford)																	
2006	41	39																	
2007	39	NR																	
2008	NR	NR																	
2009	NR	40																	
2010	38	NR																	
Evidence that the target is realistic and ambitious	<p>In September 2006 Havering declared the whole of the Borough an Air Quality Management Area (AQMA). This declaration followed from the latest assessment of the Borough's air quality that indicated that the health related air quality objectives for nitrogen dioxide (NO₂) and airborne particulate matter (PM₁₀) are not likely to be met by the relevant target date at some residential locations around the Borough.</p> <p>The Council is committed to ensuring that the air quality target of 40ugm is not exceeded and has identified a comprehensive and complementary programme of interventions in its Delivery Plan for the three years:</p> <ul style="list-style-type: none"> • Smarter travel initiatives; • Technology infrastructure like LED, electric charging points; • Sustainable travel infrastructure and access to transportation hubs, town centres and other employment zones/areas; and 																		

	<ul style="list-style-type: none"> a review and implementation of other actions identified within the AQAP. <p>This target is ambitious and only achievable permitting adequate resourcing is allocated to enable the Council to proceed with implementation of the AQAP and to review and implement air quality monitoring and modelling within the borough. 0.6 FTE would make it realistic although 1.0 FTE would mean a more ambitious programme could be achieved.</p>
Key actions for the Council	<p>To achieve this target, Havering will:</p> <ul style="list-style-type: none"> ensure expenditure reflects the need to reduce its NOx emission amount and is consistent with the aims and objectives of Climate Change Strategy and AQAP; ensure that the programme is carried out in timely manner; work with TfL to deliver committed rail and tube improvements and bus network enhancement; manage demand for car use through Smarter Travel Initiatives; ensuring regular liaison and collaboration between the various Council Departments and its partners and Ensure preventative action is taken via the assessment of relevant planning applications to prevent sensitive receptors being introduced into hotspots.
Key actions for local partners	Local partners include local businesses, Health Protection Agency, Havering PCT, education services, schools and colleges. Early involvement of contractors to ensure effective programming and delivery of schemes.
Principal risks and how they will be managed	Funding cuts and competing demands for limited funds with adverse impact on progress of major public transport infrastructure facilities. Delay to scheme implementation esp. of public transport schemes to be identified as high priority for funding within the Borough and with TfL and nationally.

Accessible Bus Stop Local Target

Increase the number of fully accessible bus stops and improve access to public transport services and facilities	
Baseline	33% (2009/10)
Short-term (interim) target	43% (2013/14)
Long-term target	61 % (2020/21)
Source	London Borough of Havering
Evidence that the target is realistic and ambitious	With current levels of funding, it is anticipated that the accessible bus stop target be an annual 2.5% improvement. This is an indicative target which will be reviewed.

	<p>For a site to be deemed fully accessible, the following physical criteria must be complied with;</p> <ul style="list-style-type: none"> • Nominal 140mm kerb height (125mm to 145mm range); • Bus Stop Clearway Road Marking in place; and • Bus Stop Clearway sign in place. <p>With past funding through TfL and Havering’s programmes, the % of accessible stops on borough roads doubled from < 16 pre-2003/04 to 33 in 2009/10; an average increase of 2.8% annually.</p> <p>It is proposed to continue to review and improve bus stops on a route by route basis including for example:</p> <ul style="list-style-type: none"> • Route 248 from Upminster Bridge to Cranham • Pettits Lane North and Havering Road (Routes 103 & 499) • Collier Row Lane, outside numbers 37 to 55 (localised BSA access issue) • Whitchurch Road (Route 294) • North Hill Drive (Route 499) • Straight Road (Routes 174, 256 and 406) • Wennington Road (Route 372) • White Hart Lane and Mawney Road (Route 252) • Clockhouse Lane (Route 365)
Key actions for the Council	<p>To achieve this target, Havering will:</p> <ul style="list-style-type: none"> • ensure the rollout of accessible bus stop programme; • ensure that bus stop accessibility programme is undertaken as part of wider regeneration and development projects and LIP neighbourhoods and corridors initiatives; • ensure that expenditure will be delivered in line with our Programme of Investment; and • enforce bus stop clearways to improve traffic flow and highway safety.
Key actions for local partners	<p>Early contractor involvement in scheme design is needed to make sure that they make a positive contribution to the effective programming of, and delivery of the schemes. Local partners include businesses.</p>
Principal risks and how they will be managed	<p>Funding cuts and competing demands for limited funds with adverse impact on progress of major public transport infrastructure facilities. Delay to scheme implementation esp. of public transport schemes to be identified as high priority for funding within the Borough and with TfL and nationally.</p>

Accessible Loading Bay Local Target

Increase the number of accessible loading bays to improve servicing of and to reduce traffic bottlenecks.	
Baseline	2 (2009/10)
Short-term (interim) target	8 (2013/14)
Long-term target	22 (2020/21)
Source	London Borough of Havering
Evidence that the target is realistic and ambitious	<p>In 2009/10, 2 fully accessible bays were implemented as part of larger schemes. It is anticipated that the target will be a annual increase of 2 fully accessible bays; although it is an indicative figure and will be reviewed.</p> <p>This is a challenging target as Havering do not have a complete inventory of current numbers of loading bays nor of their accessibility. There is no strategic information in place with regard to location, quality or useability of existing loading facilities, other than locations defined within traffic orders.</p> <p>A database summarising baseline information on the number of loading bays is necessary. This would involve additional funding for staff time. 2012/13 work would capture data on existing facilities and make judgements on quality of provision.</p> <p>Quality indicators to be based on:</p> <p><i>Physical Characteristics</i></p> <ul style="list-style-type: none"> ● Bay marked to TSRGD ● Bay signed to TSRGD ● Flush dropped kerb provided for loading cage/ trolley access to footway <p><i>Subjective Characteristics</i></p> <ul style="list-style-type: none"> ● Business satisfaction with facility provided, having regard for competing demand for parking etc <p>It is proposed to review and improve provision at following key locations on a rolling basis:</p> <ul style="list-style-type: none"> ● Hornchurch Town Centre; ● Elm Park Centre;

	<ul style="list-style-type: none"> • Collier Row Centre; • Cranham (Moor Lane Area); • Harold Wood (Station Road); and • Gidea Park (Main Road/ Balgores Lane area). <p>The locations are of varying complexity and will provide useful insight into the differing needs of town centres, local centres and shopping parades. This programme is likely to evolve into a long term programme for coming decade to review all locations.</p> <p>Interventions will include on-carriageway loading bays and load lay-bys</p>
Key actions for the Council	<p>To achieve this target, Havering will:</p> <ul style="list-style-type: none"> • Encourage the setup of a database of loading facilities; • ensure the rollout of accessible loading bays; • ensure the programme is undertaken as part of wider regeneration and development projects and LIP neighbourhoods and corridors initiatives; • ensure that expenditure will be delivered in line with our Programme of Investment; and • ensure enforcement resources are used to make sure that the loading facilities are used appropriately.
Key actions for local partners	<p>Early contractor involvement in scheme design is needed to make sure that they make a positive contribution to the effective programming of, and delivery of the schemes. Local partners include businesses.</p>
Principal risks and how they will be managed	<p>Funding cuts and competing demands for limited funds with adverse impact on progress of major transport infrastructure facilities. Delay to scheme implementation esp. of public transport schemes to be identified as high priority for funding within the Borough and with TfL and nationally.</p>

School Mode Share Local Target

Increase the % of school journey made by sustainable modes of travel.	
Baseline	65% (2009/10)
Short-term (interim) target	81% (2013/14)
Long-term target	82% (2025/26)
Source	iTRACE
Evidence that the target is realistic	The target is for 81% of pupil journeys to school to be made by means other than car by 2013/14; an annual increase of 1%.

and ambitious	<p>These targets are indicative and will be reviewed.</p> <p>ITRACE data indicates that the current figure in Havering is 77% (2010/11), an increase on the 2009/10 figure of 64% non-car journeys to school. While the targets set above may appear relatively modest compared to the level of change achieved in one year, it is worth noting that limiting factors such as distance from home to school and pupils' ability to travel by non-car modes will restrict what can ultimately be achieved.</p> <p>Given the relatively dispersed and affluent nature of Havering, coupled with high levels of car ownership and use, it is felt that the 82% target will be challenging.</p>
Key actions for the Council	<p>To achieve this target, Havering will:</p> <ul style="list-style-type: none"> • implement a range of sustainable transport schemes within its Delivery Plan; • manage travel demand for car use through Smarter Travel initiatives; • encourage more walking and cycling through Smarter Travel Initiatives; • incorporate cycle and pedestrian initiatives into infrastructure, regeneration and development projects; • ensure our neighbourhood and corridors initiatives include public realm improvements to town centres; • continue to focus on our schools with interventions such as the Upgrade Transition pack, Bikeability Cycle Training, the WOW campaign, Walk to School Week, Small Grants and our magazine "Taking Steps"; and • utilise traffic engineering to improve road safety extend the provision of greenways.
Key actions for local partners	<p>Local partners (the Police, Education and Health services, education and businesses) and schools will help to implement travel planning initiatives and encouraging changes in travel behaviour.</p>
Principal risks and how they will be managed	<p>The principal risks, apart from funding uncertainty, to the achievement of this target include delays to the implementation of schemes and lack of engagement from key partners.</p>

MTS High Profile Outputs

There are 6 high profile outputs highlighted by the Mayor's Transport Strategy which are expected to be reported in Havering's Annual Spending Submission. Their delivery will generally be through existing planning policies and process as well as the Programme of Investment outlined in Chapter 3 and in Table 4.2.

<p>Cycle superhighway schemes</p>	<p>Havering supports the delivery of the Mayor's Cycle Superhighway and proposes connections of the Cycle Superhighways 2 (Ilford to Aldgate) and 3 (Barking to Tower Gateway) to Romford through high quality cycle links. This is reflected in Havering's Transport Objective 4 and Delivery Actions 9 and 27. Connections to these radial superhighways will promote cycle training sustainable and active travel choices, improve transport capacity, traffic flows, safety and journey experience,</p>
<p>Cycle parking hubs</p>	<p>The Council is committed to increasing the number of cycle stands in the Borough. It will review the need for cycle parking as part of all infrastructure improvements, ensure appropriate provision of parking spaces at new developments through the planning process and encourage cycle parking spaces to be provided through workplace as well as education establishments travel plans. Havering anticipates an increase of 15 / 20 cycle stands per year (with on- and off-street parking ratio of 3:7) supported within its Transport Objective 4 and identified within Delivery Actions 9 and 27. The Council will pay particular attention to residential cycle parking through its Biking Borough Strategy programme.</p>
<p>Electric vehicle charging points</p>	<p>Havering is committed to reducing its CO2 emissions by supporting the delivery of electric vehicles charging points. This will be achieved via workplace travel plans, using the planning process to ensure new developments include charging points and supporting the implementation of publicly accessible charging points. To monitor its usage and number of points there will be an annual report of the number of members registered with EV charging schemes and amount of usage at charging points.</p>
<p>Better streets</p>	<p>Havering is fully committed to the delivery of 'Better Streets' principles and actions, this is reflected in its Transport Objective 5, Delivery Actions 5, 12, 14, and 15 and its Neighbourhood and Corridor and Town Centre programme of investment in Romford, Harold Hill, Hornchurch and Rainham. Havering will review the need for guard railing as part of all infrastructure schemes and will ensure unnecessary installation are</p>

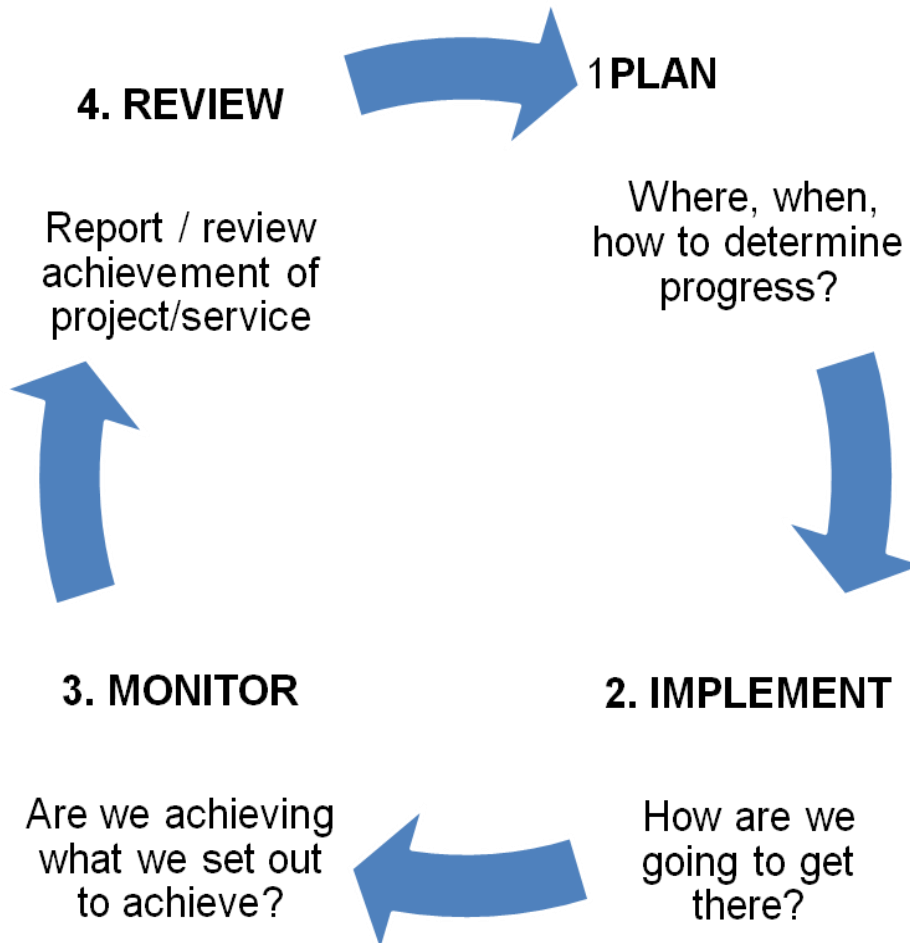
	removed.
Cleaner local authority fleets	The Council is committed to ensuring all future Council vehicle purchases are Euro 5 standard and bringing in alternative fuelled vehicles into the fleet. This is reflected in its Delivery Action 26 and Transport Objective 8.
Net increase in street trees	<p>Havering's Tree Strategy with its strategic aim "To preserve, improve and secure no „net loss“ of the Councils highway trees for the current and future generations" supports the Mayor's high profile output for street trees. This strategy provides a framework for the maintenance and enhancement of highway trees and defines the management approach for the safe and useful life expectancy for Council owned tree stock. It reflects Havering's Living Ambition of aiming for the highest quality of life in London.</p> <p>The Council is committed to increase its current tree stock of 20,000 (2010) with yearly increase of 250 street trees.</p>

Monitoring progress

Programme monitoring

Havering will monitor and evaluate its progress against targets and indicators on an ongoing basis. When a target is no on track the borough will seek to identify causes, and consider altering its investment and scheme programme to get the target back on track. This process complements Havering's approach to budget management and helps achieve value for money. It is consistent with the Council's wider approach to performance management (Figure 4.8).

Figure 4.8 – Indicative Four Phased Approach to Performance Monitoring



This approach demonstrates how monitoring feeds into the review process and can influence future plans. It is expected that Havering’s framework for performance management will:

- Join up existing policies and plans;
- Help everyone in the organisation see how they contribute to success;
- Introduce systems and process thinking;
- Identify areas of poor performance;
- Target monitoring in the areas that matter;
- Highlight and communicate best practice;
- Make the most of expert judgement;
- Share meaningful performance indicators; and
- Avoid silo thinking.

The Council has adequate mechanisms for maintaining focus on its priorities across the different service areas. Havering monitors its overall performance across a range of indicators to ensure its focus is on

Havering's 'Living Ambitions' priorities is delivered satisfactorily. Regular meetings between cabinet members and senior officers ensure that comprehensive reporting of performance against priorities is undertaken.

Before and after scheme monitoring

Havering will also undertake before and after monitoring of a representative selection of interventions across our Delivery programme. This aims to assess the impact of the interventions on both travel behaviour and transport user satisfaction. The results and lessons learnt will then be fed back into the scheme prioritisation process, so that there is relevant and up to date evidence as to the positive impact of previous investment.

Figure 4.7 Proforma B - Locally specific targets for mandatory indicators

v1.0

Borough: Havering												
Core indicator	Definition	Year type	Units	Base year	Base year value	LT target year	LT target year value	Trajectory data				Data source
								2010/11	2011/12	2012/13	2013/14	
Mode share: walking	Trips by walking	Financial	%	2006/7 – 2008/9	20.5	2025/26	21 (indicative and to be reviewed)	20.5	20.6	20.6	20.6	LTDS
Mode share: cycling	Trips by cycling	Financial	%	2006/7 – 2008/9	1.3	2025/26	2.5 (indicative and to be reviewed)	1.3	1.4	1.4	1.5	LTDS
Bus service reliability	Excess wait time in mins	Financial	Mins	2009/10	1.1	2017/18	1.1	1.0	1.2	1.2	1.2	iBus
Asset condition	% length in need of repair	financial	%	2009/10	3.1	2017/18	4 (indicative)	3.0	4.0	4.0	4.0	DVI
Road traffic casualties	Total number of people killed or seriously injured	Calendar	Number	2006-2008	111	2020	74 (indicative and to be reviewed)	111	107	104	100	LRSU
Road traffic casualties	Total casualties	Calendar	Number	2006-2008	936	2020	627 (indicative and to be reviewed)	936	905	874	843	LRSU
CO2 emissions	Tonnes of CO2	Calendar	Tonnes/year	2008	355	2025	200	355	323	310	298	GLA's LEGGI
Additional (non-mandatory) local targets												
Local indicator	Definition	Year type	Units	Base year	Base year value	LTtarget year	LT target year value	Trajectory data				Data source
								2010/11	2011/12	2012/13	2013/14	
Road traffic casualties	All children casualties	Calendar	Number	2006-2008	75	2020	55	75	73	71	69	LRSU
Air Quality	Number exceedence of NOx above the annual mean of 40µg/m ³	Calendar	Number	2006	2	2021	0	2	2	0	0	London Air Quality Network
Bus stop accessibility	% of bus stops	Calendar	%	2009/10	33	2020/21	61 (indicative and to be reviewed)	35.5	38	40.5	43	London Borough of Havering
Loading bay accessibility	Total number of loading bays	Calendar	Number	2009/10	2	2020/21	22 (indicative and to be reviewed)	2	4	6	8	London Borough of Havering
School children mode of travel	% of children using more sustainable modes to school	Calendar	%	2009/10	64	2025/26	82 (indicative and to be reviewed)	78	79	80	81	iTRACE

Appendix A – ‘Living Ambition - for a better quality of life

As one of London’s safest and greenest boroughs, Havering already provides a fine quality of life for its 234,000 residents.

In 2008 the Council launched ‘Living Ambition’ - a long-term strategy to improve still further the quality of life enjoyed by Havering’s residents, based on five **goals** - for the **Environment, Learning, Towns & Communities, Individuals** and **Value**.

Since 2008, the country has changed significantly. Unprecedented levels of national debt mean that all councils have much less money to spend - and the relationship between public services and local communities is changing. Havering is changing too, with our population growing steadily older and more diverse.

However, our Living Ambition for Havering hasn’t changed.

We want Havering’s residents to enjoy the highest possible quality of life; and we are determined to make the most of our links to the heart of the Capital, without ever losing the natural environment, historic identity and local way of life that makes Havering unique.

The changing role of the public sector and significant cuts to our funding mean we have to find new ways to achieve our Living Ambition – whether that’s through changing the way we deliver council services; working in partnership with other public agencies or supporting and assisting local communities that want to do more to shape the future of their local area. In short, we need to balance aspiration with responsibility.

These changes are based on some clear principles:

- We will do the right thing by our residents, by cutting our running costs first, to protect frontline services where we can.
- We will focus our efforts where they will do the most good for the communities and individuals we support, to make the best use of taxpayers’ money.
- We will allow individuals and communities that are able and willing to help themselves, to do so without unnecessary interference from the Council
- We will be fair to those people who rely on our help and provide more choice, freedom and flexibility in the services they receive.

Together, these principles form the basis of a new understanding with our residents, as we set out what you can expect from your Council and how you can get involved in improving the quality of life in your part of Havering.

We will deliver a better quality of life in Havering, by aiming for five goals:

Goal for the Environment – *to ensure a clean, safe and green borough*

We want Havering to be an attractive place to live, where local people take pride in their tidy and well-kept streets and pavements. We will improve our roads, pavements and transport links, to make it easier and safer to get around the borough.

In partnership with the police, local businesses and residents, we will tackle crime and disorder and work tirelessly to make one of London's safest boroughs, safer still.

We will cut costs for taxpayers, by working with residents and businesses to reduce the amount of waste we produce - and to recycle more. We will promote energy efficiency, not only for the good of the environment, but also because it will help our residents and businesses to save money.

Goal for Learning – *to champion education and learning for all*

We want Havering's young people to benefit from the best possible education and we want our older residents to have the chance to develop their talents.

An educated and skilled workforce is vital to the future prosperity of the borough, so we want further and higher education to be an option pursued by the many, not the few - with both academic and vocational opportunities available to local people.

The Council will continue to work in partnership with Havering's schools and colleges wherever and however we can, to promote learning and encourage everyone to achieve their full potential.

Goal for Towns and Communities – *to provide economic, social and cultural opportunities in thriving towns and villages*

We want Havering's towns and communities to be green places of culture, commerce, community and beauty. Places where residents get along well with their neighbours and are proud to play a more active part in shaping the future of their neighbourhoods.

So we will remove the barriers that can prevent local communities from acting for themselves and provide the information and support they need to flourish. We will let enterprise and entrepreneurship open the door to prosperity for more Havering residents and we will work with partners to support local business and attract new investment and jobs.

We will balance the need for new homes to house local families, with a commitment to protect the green belt and Havering's unique character - because we recognise that access to rich natural environments can improve the quality of life in our towns and villages. And we will enrich the lives of our residents through cultural activities and leisure pursuits, from exploring well-stocked libraries to strolling in beautiful parks.

Goal for Individuals – *To value and enhance the lives of our residents*

We will ensure that the protection of children and adults who may be at risk of harm always remains our first priority. Working with a range of partners, we will give vulnerable adults and our many older residents the opportunity to live independently for as long as they are able.

We will provide vulnerable local people with the information and assistance they need, to choose the care or support that works best for them - and we will work with partners to promote better public health in Havering.

Wherever possible, we will act early to prevent the development of serious health or social problems that could damage the lives of local individuals and their families. We will always focus our efforts where they are most needed and we won't try to solve complicated and personal issues with one-size-fits-all solutions. Instead, the services we provide to the most vulnerable members of our community will be appropriate and tailored to their specific needs.

Goal for Value – *to deliver high customer satisfaction and a stable council tax*

We want to make Havering Council as efficient and effective as possible. So we will focus on delivering the services that matter most to our residents and use better technology to cut running costs and bureaucracy.

We will provide local people with the excellent customer experience they deserve from their Council. And we in turn will listen to the needs of our residents, to ensure that the services we deliver are based on local priorities.

Better partnership working with public, private, voluntary and community organisations across Havering and beyond its borders will ensure that these services remain affordable – even with far less Government funding. This efficiency drive will stabilise Council Tax and provide local people with real and lasting value for money.

Appendix B – List of Consultees

Statutory Consultees

Local Metropolitan Police Commissioner
TfL
Havering Access and Disability Group
London Borough of Barking and Dagenham
London Borough of Redbridge
London Borough of Bexley

Other Consultees

Fire and Emergency Planning Authority (LFEPA)
Environment Agency
Countryside Agency
English Nature
English Heritage
London Ambulance Service
Highways Agency
Network Rail
Strategic Rail Authority
Havering Association of Disabilities
Havering Local Access Forum
Business (Chamber of Commerce)
Essex County Council
Thurrock Borough Council
Brentwood Borough Council
Epping Forrest Borough Council
Thames Gateway London Partnership
Havering Federation of Community Organisations (HFCO)
Havering Association of Voluntary and Community Organisations (HAVCO)
Havering Community Transport
Transport 2000

Railfuture
Friends of the Earth
Greenpeace
Havering Wildlife Partnership
London Wildlife Trust
Havering Heritage Group
Cycling Liaison Group / Havering Cycling Campaign
London Cycling Campaign
British Motorcyclist's Federation
Age Concern
Over 50s Forum
Havering Asian Social and Welfare Association Havering Islamic Cultural Centre
Youth Council
Sustrans
Road Haulage Association
Freight Transport Association
AA
RAC
Shopmobility
Hindu Welfare Association
BME Forum

Appendix C – Equality Impact Assessment

C.1 Introduction

The Delivery Actions identified in Chapter 3 have been subject to an Equality Impact Assessment (EQIA) to ensure that everyone in the community will benefit from the Local Implementation Plan (LIP). Carrying out an EQIA will also ensure that the LIP does not discriminate against equality groups and that equality is promoted where possible.

Havering has recently been accredited with ‘achieving’ status in regard to the Equalities framework for Local Government. The EQIA for the LIP has been undertaken in accordance with our commitment to equalities and its normal procedures and practice for undertaking EQIAs. As such, it meets the requirements of the Havering Equality Framework. This mainstreams of equalities principles in all the Council’s strategies and programmes and has embedded Equality and Diversity within the Council’s operation and activities.

An initial screening assessment was undertaken against each of the emerging borough transport objectives during the drafting stage of the LIP preparation process. This involved assessing whether the draft proposals would have high / low positive or negative ‘impact’ on the following equality groups: race, gender, disability, age, religion / belief and sexual orientation. In particular, the EQIA aimed to identify whether any of the proposals might encourage particular equality groups to make use of a transport service or alternatively might put them off using services (or benefiting from policies) or actively exclude them.

No ‘high’ negative impacts were identified, and as such, a full Impact Assessment was not required.

The views of stakeholders and target group representatives will be considered as part of the wider consultation to be undertaken for this LIP (see Section 1.2).

C2 Initial Screening Assessment findings

A summary of the main findings of the Initial Screening Assessment is presented below, focusing on ‘high’ positive impacts and mitigation measures for draft proposals identified as having a ‘low’ negative impact.

Havering Transport Objective 1 - To deliver efficient and effective transport systems

- Havering will ensure that all rail and underground enhancements address the needs of all in the community. Bus stop accessibility improvements will provide a high positive impact for older and disabled people and those who mobility impaired.

Havering Transport Objective 2 – To improve transport connectivity to and between key regeneration areas

- Improving connectivity will provide a high positive impact on socially disadvantaged groups including young people, older people and those with disabilities or mobility impairments. In particular, it is likely to benefit people who need public transport to get to / from work or to make use of services and facilities in town centres.

Havering Transport Objective 3 – To bring and maintain all infrastructure assets to good state of repair

- Achieving our Havering Asset Management Plan (HAMP) levels of services for footway conditions will provide a high positive impact for everyone but especially younger / older people as well as disabled people or those with mobility impairments.
- Achieving our levels of service for street lighting will improve safety and security at night, resulting in high positive impacts for those in the community who are deterred from travelling because they feel unsafe. This includes all in the community but especially women and older people travelling at night or those using public transport.

Havering Transport Objective 4 – To ensure sustainable access to key employment and to address social and transport accessibility

- Addressing social accessibility will have high positive impacts particularly on those living in deprived areas.
- Addressing transport accessibility will provide a high positive impact for older and disabled people who are mobility impaired.
- Education and publicity material linked to the Supporting Measures aspects of the LIP will be made available in a range of languages and formats appropriate to Havering and beyond (as necessary) and they will also be accessible to people with impaired hearing or sight.

Havering Transport Objective 5 – To enhance and maintain the quality of public realm and streetscape

- Enhancing and maintaining the quality of public realm through 'Better Streets' principles will benefit everyone. It will have a particularly high positive impact for older and disabled people and those for whom public transport is an important means of getting around the borough and travelling further afield such as younger people and elderly people.
- Improving the quality and attractiveness of the pedestrian environment and providing step-free access wherever possible will have a high positive impact for older and disabled people and pedestrians with children in buggies.

- Improving the quality and attractiveness of the cycle environment and equipping potential users with appropriate skills will have a high positive impact for those without access to a car or affordable public transport, including children and those living in deprived areas. It will have the potential to enable people to make active travel choices such as walking and cycling and this will have health benefits.

Havering Transport Objective 6 – To reduce casualties of all road users and those using the public transport systems

- The delivery of measures to improve road safety and reduce casualties will be focused on hotspots where there is evidence to support these works and, additionally, regard will be had to implementing such measures in areas where there is relative deprivation.

Havering Transport Objective 7 – To improve the provision and availability of sustainable travel choices for all

- Improving the provision and availability of public transport, cycling and walking facilities will have high positive impact for those without access to a car including children and those living in deprived areas for whom the ‘affordability’ of travel can be a problem.

Havering Transport Objective 8 – To reduce transport’s contribution to climate change, improve its resilience, and promote new technology for transport infrastructure and fuels

- Reducing emissions and improving resilience will have a high positive impact on those in the community who are generally more prone to respiratory problems such as the young and the elderly.
- Promoting new technology will have a positive impact on all including transport users.

Havering Transport Objective 9 – To reduce crime, fear of crime and antisocial behaviour

- Safety and security improvements will have a high positive impact for anyone who feels vulnerable travelling alone and/ or at night such as younger people, women, elderly people and those from minority race groups travelling alone at night.

Havering Transport Objective 10 – To strengthen strategic cross boundary links and enhance interchange facilities

- Enhancing interchange facilities especially the provision of step-free access and parking provision will have high positive impact on the families with young children, older and disabled people with mobility impairment.

Havering Transport Objective 11 – To enhance the health of all population

- Enhancing health will have high positive impact on everyone living and working in Havering especially children, older persons and those in poor health such as those with COPD or obesity.

Expansion of the healthy walks programme and the encouragement of cycling as a healthy activity will have high positive impacts for a number of equality groups.

Appendix D – Table 2.1 Transport Geography

Bus Corridors – Sub-regional East

Havering has good bus connections into Central London including two night bus services N15 and N86. It also has good links with neighbouring boroughs Barking & Dagenham and Redbridge.

Romford is a major bus interchange area served by over 30 bus routes and a number of bus stops located adjacent to Romford station which provides direct rail access into London Liverpool Street as well as out into Essex.

Key bus corridors are the services that go down the A12 towards Redbridge providing access to the King George 5th Hospital. Routes 62, 86, 362 and N86 go along the A12 from the Romford area.

Roads and Streets - Local

In terms of local transport corridors, the main road corridors between Havering's town centres:

- Hornchurch High Street linking the south of Romford into Hornchurch Town Centre;
- A125 Upper Rainham Road from Roneo Corner in the South of Romford into South Hornchurch;
- Romford Ring Road (St Edward's Way, Mercury Gardens, Thurloe Gardens, Waterloo Road) is an important orbital route around Romford town centre;
- Main Road and London Road, North Street and Rom Valley Way are important access roads into Romford town centre and join with the Romford Ring Road; and
- A124 (Rush Green Road, Hornchurch Road, High Street, Upminster Road, St Mary's Lane) is a route through the heart of the Borough, east to west, which links Upminster with Hornchurch, into Rush Green then across the borough boundary into Barking & Dagenham.

Bus Routes - Local

Since Romford is a major transport interchange with 22 routes and 2 night buses that go via Romford station as well as several school routes. Many of these services provide important connections between Havering's town centres:

- 103,365,165,193 and 252 provide access to the Hornchurch area;
- The 174 is Havering's only North/South route providing access from Harold Hill down to CEME in Rainham via Romford;
- 174,496,294 provide access from Romford up to Harold Hill in the north of the borough;
- 294,363,252 provide access from Romford up to Collier Row; and

- 370, 347 and 248 provide access from Romford to Upminster.

Appendix E - Plan on a Page

Our Living Ambition Vision is to provide Havering's residents with the highest possible quality of life, in a borough that thrives on its links to the heart of the capital, without ever losing the natural environment, historic identity and local way of life that makes Havering unique					
GOALS	ENVIRONMENT	LEARNING	TOWNS AND COMMUNITIES	INDIVIDUALS	VALUE
STRATEGIC OBJECTIVES <i>What we are trying to achieve</i>	1. A CLEAN, SAFE AND GREEN BOROUGH	2. CHAMPION EDUCATION AND LEARNING FOR ALL	3. ECONOMIC, SOCIAL AND CULTURAL OPPORTUNITIES IN THRIVING TOWNS AND VILLAGES	4. VALUE AND ENHANCE THE LIVES OF OUR RESIDENTS	5. HIGH CUSTOMER SATISFACTION AND A STABLE COUNCIL TAX
STRATEGIC OUTCOMES <i>What success will look like</i>	<ul style="list-style-type: none"> 1.1 Attractive, well-kept streets and pavements 1.2 Low rates of crime and the perception of crime 1.3 Increased recycling rates and reduced waste and landfill 1.4 Reduced impact on climate change 1.5 Natural environment enjoyed by local communities and visitors alike 1.6 Improvements in traffic management and congestion 	<ul style="list-style-type: none"> 2.1 First class learning opportunities for children and young people 2.2 Council resources focused on schools and pupils who need our support most 2.3 Good education and training opportunities for young people 2.4 Reduced adult skills gap between Havering and the rest of London 	<ul style="list-style-type: none"> 3.1 Local people are involved in place shaping and regeneration and play an active part in communities to meet their own needs 3.2 Cohesive communities where people get on well together 3.3 Family housing that local people can afford and best use of Council housing for those in greatest need 3.4 Increased inward investment and economic growth 3.5 Culture and leisure play a key part in community life 3.6 High levels of satisfaction with parks and open space 	<ul style="list-style-type: none"> 4.1 Safeguarding children continues to be our top priority 4.2 Services that are bespoke to individuals' needs and targeted to those who need them most 4.3 Early intervention and assistance for families who need specific help 4.4 Older people enabled to have the support they need to live independently 4.5 Lower levels of preventable ill health and people leading healthier lives 	<ul style="list-style-type: none"> 5.1 Services are provided in partnership with the public, private and third sectors where it is best to do so 5.2 Havering receives the best deal possible from changes in how local government is funded 5.3 High performing public services delivering excellent value for money 5.4 A transparent, less bureaucratic and open Council 5.5 High customer satisfaction with the Council
KEY ACTIVITIES <i>How we will deliver our objectives</i>	<ul style="list-style-type: none"> • Improve cleanliness of streets and pavements (1.1) • Maintain principal road network (1.1) • Work with partners to maintain low crime rates and make people feel safe (1.2) • Develop neighbourhood agreements with residents to reduce anti-social behaviour (1.2) • Increase recycling rates and reduce waste that goes to landfill (1.3) • Invest in street lighting and install energy efficient schemes to reduce carbon emissions (1.4) • Deliver a programme of environmental improvements (1.5) • Work with Transport for London and Crossrail to improve transport links (1.6) • Tackle congestion and improve traffic management (1.6) • Deliver Havering's Biking Boroughs Strategy (1.6) 	<ul style="list-style-type: none"> • Seek sufficient provision of high quality pre-school and primary school places across the borough for 0 to 11 year olds (2.1) • Work in partnership with schools to seek the best provision of education and learning opportunities and intervene early to prevent failure (2.2) • Produce a borough-wide '14-19 Curriculum Map' to identify choices available to students (2.3) • Develop a 'Targeting Toolkit' for 14-19 year olds at risk of disengaging with education and training opportunities (2.3) • Develop a protocol for schools, colleges and providers to focus on reducing the proportion of young people not in education, employment or training (2.3) • Develop a literacy strategy to improve partnership working and raise literacy levels (2.3) • Establish an Apprenticeship Training Agency to widen access to apprenticeship opportunities in the borough (2.3) • Maximise learning opportunities for residents and employers to reduce the adult skills gap between Havering and the rest of London (2.4) 	<ul style="list-style-type: none"> • Develop a Community Engagement Strategy and action plan (3.1, 3.2) • Encourage local people to play an active part in their communities through local interest groups (3.1) • Encourage provision of housing for local people and ensure fair and best use of Council housing for those in greatest need (3.3) • Attract inward investment and support existing local businesses (3.4) • Support our retail sector with the 'Love Romford' campaign (3.4) • Deliver Harold Hill, Hornchurch, Rainham and Romford regeneration projects (3.4) • Open new libraries in Harold Hill and Rainham (3.5) • Deliver the Cultural Strategy and place culture at the heart of quality of life by (3.5) • Deliver civic pride events such as the Havering Show (3.5) • Work with the private sector to deliver a new leisure facility in Romford (3.5) • Complete the planned restoration works to Raphael Park (3.6) • Maintain Havering's green spaces to a high standard and protect the green belt as much as possible through our planning policies (3.6) 	<ul style="list-style-type: none"> • Ensure safeguarding children, vulnerable adults and older people remain our top priorities (4.1) • Provide services that are bespoke to individuals' needs (4.2) • Roll out the 'Top 100 Families' project to provide early intervention and assistance for families who need specific help (4.3) • Help older people live independently at home by developing a Volunteer Support Scheme (4.4) • Expand the availability of extra care housing options for vulnerable adults to help them to live independently in the community (4.4) • Develop our capacity to provide reablement services to help people regain skills to enable them to live independently (4.4) • Expand the use of assistive technologies to enable people to live independently (4.4) • Work with the NHS to prevent ill-health and encourage healthier lifestyles (4.5) • Work with GPs through Clinical Commissioning Groups to ensure high quality health services in Havering (4.5) • Seek big improvements in access and quality of services provided by Queen's Hospital (4.5) • Deliver the Falls Strategy to reduce the incidence and impact of falls on older people (4.5) 	<ul style="list-style-type: none"> • Commission goods and services that provide best value for money (5.1) • Explore opportunities to share back office functions (5.1) • We will work to maximise funding for Havering (5.2) • Ensure any rise in council tax in Havering is kept to a minimum (5.3) • Implement new ways of working and reduce office costs (5.3) • Use customer insight to target services at those most in need and to communicate better with residents (5.3) • Open up data on Havering through our website and publish information on how we are performing (5.4) • Make it easier to contact the Council online, by phone and in person (5.5) • Improve customer satisfaction with the Council (5.5)
MEASURES AND TARGETS <i>How we will know we have achieved our objectives</i>	<ul style="list-style-type: none"> • The amount of litter will reduce from 12% in 2010 to 8% in 2014 (1.1) • The amount of debris will reduce from 16% in 2010 to 11% in 2014 (1.1) • The amount of graffiti will reduce from 7% in 2010 to 4% in 2014 (1.1) • The amount of fly pooping will remain low at 1% by 2014 (1.1) • The number of fly tip incidences will reduce from 2,846 in 2010 to 2,440 by 2014 (1.1) • Overall crime will reduce by 1% year on year from 17,757 in 2010 (1.2) • Residual household waste will reduce from 727kg in 2010 to 667kg by 2014 (1.3) • Household waste recycled will increase from 31% in 2010 to 37% by 2014 (1.3) • Greenhouse gas emissions from our estate and operations will reduce by 1% year on year from 30,242 in 2010 (1.4) 	<ul style="list-style-type: none"> • The % of 3 and 4 year olds who have access to a place if their parents wish will increase from 78% in 2009 to 90% by 2012 (2.1) • The % of children with a good level of achievement in Early Years Foundation Stage will increase from 60% in 2009 to 63% by 2014 (2.1) • The number of schools where fewer than 60% of pupils achieve Level 4 or above in both Maths and English will reduce from 5 in 2009 to 0 by 2014 (2.2) • The % of 16-18 year olds who are Not in Education, Employment or Training will remain low at 4% by 2014 (2.3) • The number of apprenticeships on offer in the borough will increase to 480 by 2014 (2.3) • The number of adult learning courses delivered in the borough will be maintained at 355 by 2014 (2.4) 	<ul style="list-style-type: none"> • Residents' satisfaction with the area as a place to live will increase from 75% in 2010 to 78% by 2014 (3.1, 3.2) • The % of residents who feel that people get on well together in their neighbourhood will increase from 70% in 2010 to 73% by 2014 (3.2) • The number of new affordable homes will increase from 178 per year in 2010 to 250 per year by 2014 (3.3) • The % of decent Council homes will increase from 37% in 2010 to 80% by 2014 (3.3) • The % of national non-domestic rates collected will increase from 96.5% in 2010 to 97.5% by 2014 (3.4) • The percentage of working age people on out of work benefits will not rise above 11.2% by 2014 (3.4) • Residents' satisfaction with library services will increase from 81.5% in 2010 to 83.5% by 2014 (3.5) • Residents' satisfaction with local parks and open spaces will increase from 76% in 2010 to 77% by 2014 (3.6) 	<ul style="list-style-type: none"> • The % of looked after children with an unplanned move during the year will reduce from 50% in 2011 to 30% by 2014 (4.1) • The % of placements lasting at least 2 years will increase from 60% in 2010 to 85% by 2014 (4.1) • The % of people using social care who receive a personalised budget will increase from 31% in 2010 to 65% by 2014 (4.2) • The number of extra care housing units within the borough will increase from 88 in 2010 to 306 by 2014 (4.4) • The % of clients who receive reablement service and then return within 51 days requiring an ongoing service will reduce from 7.8% in 2010 to 7.7% by 2012 (4.4) • The number of telecare users in the borough will increase from 137 in 2010 to 400 by 2014 (4.4) • The levels of older people volunteering in Havering will increase by 2014 (4.4) • Outcomes in the priority health issues identified in the Health and Wellbeing Strategy will improve by 2014 (4.5) • Acute admissions as a result of falls or fall injuries for over 65s will reduce from 1,154 in 2009 by 2014 (4.5) 	<ul style="list-style-type: none"> • £40 million of efficiency and operational savings will be made by 2014 (5.1) • Spend will be maintained within budget up to 2014 (5.3) • The % of council tax collected will increase from 96.54% in 2010 to 97.50% by 2014 (5.3) • The amount of avoidable contact will reduce from 10% in 2010 to 6% by 2014 (5.5) • The percentage of residents who feel informed about what the Council does will increase from 44% in 2010 to 47% by 2014 (5.5)

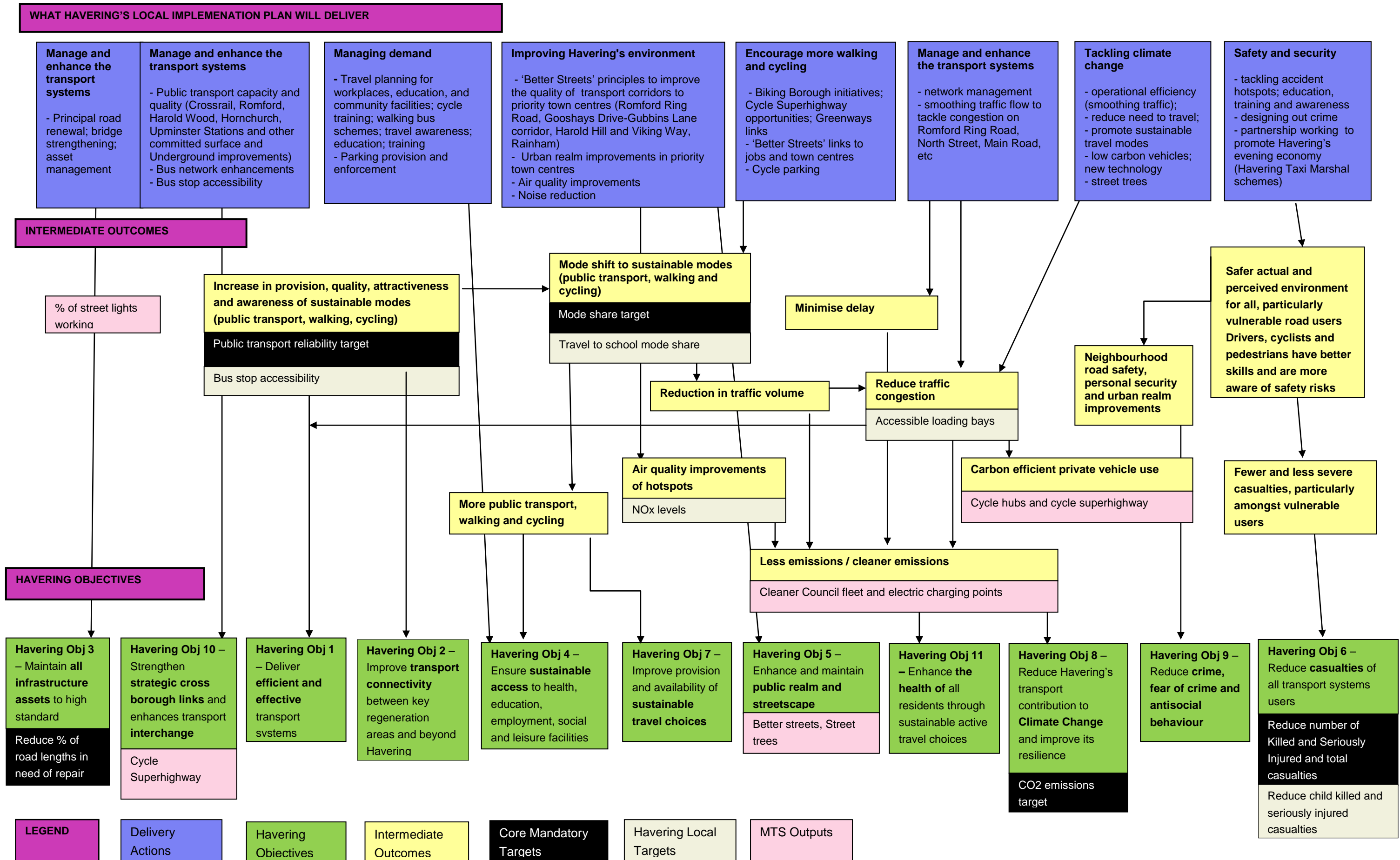
Appendix F – Relationship between Borough Transport Objectives, Delivery Actions and Targets

Figure F.1 identifies the type of interventions (delivery actions) which we are proposing to use to deliver our LIP objectives, and shows how they will contribute. The proposed interventions are consistent with the proposals outlined in the Mayor's Transport Strategy (as summarised in Figure 1.1), and are based around the following MTS themes:

- Managing and enhancing the transport system;
- Encouraging more cycling and walking;
- Improving safety and securing;
- Improving London's environment;
- Reducing transport's contribution to climate change and improving resilience; and
- Managing the demand for travel.

Figure F.1 also shows how Havering's programme will deliver the targets identified in Chapter 4, and the role of their local targets and monitoring indicators in understanding change on the ground.

Figure F.1 – Relationship between Delivery Actions (Interventions) and Havering LIP Objectives, and the role of targets in monitoring change



Appendix G – Table 5, Air Quality Action Plan Proposals

	Actions	Who	When	Cost	Air Quality Impact	Overall Effectiveness	Wider Impacts
1	The Council will continue to monitor air quality in the Borough through the use of automatic monitoring stations and NO ₂ diffusion tubes	EH	Ongoing	3	1	3	<ul style="list-style-type: none"> Data aids improvement understanding of air quality for benefit of the Community in both Havering and the wider area
2	The Council has participated in the TfL's London LEZ stakeholder consultation on strategy revisions in 2006. The LLEZ was implemented in 2008 and is potentially the most effective action for improving air quality in London Fleet fully compliant. Aiming for Euro 6 Classification for 249 vehicles & 250 plant	EH TM FM TP	2008 - 2012	3	3	9	<ul style="list-style-type: none"> Improved health of residents Improved urban environment May impact on local business TfL to cover high implementation and running costs
3	When the London LEZ is implemented the Council will inform local transport operators of any relevant technology and funding opportunities for fleet improvement. Use of Biomethane under consideration.	EH TP	2008/ 2010	3	1	3	<ul style="list-style-type: none"> Will promote new technologies and funding arrangements and will encourage the retro-fitting of pollution reduction devices.
4	The Council will consider extending the current NO ₂ diffusion tube survey to monitor air quality 'hot spots'.	EH	Ongoing	3	1	3	<ul style="list-style-type: none"> Informs future development proposals Additional air quality information
5	Consider extending the Council's air quality monitoring network and ensure that the air quality associated with traffic management and major redevelopment schemes are monitored prior to, during and after some schemes are implemented. Rainham site likely to be recommissioned funded by Corry	EH	2008 - 2012	3	2	6	<ul style="list-style-type: none"> Informs future local planning conditions Future AQ modelling material Use of Section 106 agreements
6	Raise the profile of air quality in	EH ES	Ongoing	3	1	3	<ul style="list-style-type: none"> To see what

	the Borough using media and awareness campaigns						improvements or changes are actually occurring
--	---	--	--	--	--	--	--

Part II – Transport Related Measures

Action		Who	When	Cost	Air Quality Impact	Overall Effectiveness	Wider Impacts
7	Consider periodic exhaust emission surveys	EH	Ongoing	3	1	3	<ul style="list-style-type: none"> Reinforce the link between poorly maintained cars and air quality
8	Nitrogen inflated tyres, considered not viable. Kevlar tyres being trialed and found to be cost effective Consider trailing nitrogen inflated tyres, if successful consider implementation within the Borough fleet and maybe, for a fee, employees cars	FM	Ongoing	3	1	3	<ul style="list-style-type: none"> Reduce Council costs Reduce tyre waste
9	The Council will investigate further greening of its vehicle fleet New vehicles to be replaced with highest emission standards	FM	Ongoing	3	2	6	<ul style="list-style-type: none"> Sets an example to other fleet operators
10	Ensure that the vehicles used on Council business are: <ul style="list-style-type: none"> Used sensibly (via staff training) and are well maintained Not left idling Unnecessarily; policy in place Used on routes and tasks which are worked out to be as efficient as possible by co-ordinating deliveries of goods and services Operated by appropriately trained staff who utilise practices which improve fuel economy Apply for TFL funding for staff survey on travel efficiency.	FM / ALL	Ongoing 2010-2011	3		3	<ul style="list-style-type: none"> Encourages wider good practice Sets an example

	Adopt Freight Operators Recognition Scheme (FORS)						
11	Develop and implement a range of traffic management and calming measures to regulate through traffic and to protect residential areas from incoming traffic, particularly commercial traffic. Utilise models for traffic calming which give the best air quality outcomes	TM TE	Ongoing	1	3	3	<ul style="list-style-type: none"> Increases pedestrian safety Reduction in road accidents due to decreased speed If traffic displaced, may reduce emissions, noise and improve neighbourhood quality Acceleration and deceleration may increase local emissions and vehicle noise
12	Ensure traffic signals are phased for optimum benefit of air quality. Explore use of intelligent traffic control systems	TM TE TP	2008 - 10	3	1	3	<ul style="list-style-type: none"> Reduce idling traffic and therefore pollution Quicker journey time
13	Continue road resurfacing during off-peak times using a one stage resurfacing material	TM TE	Ongoing	2	2	4	<ul style="list-style-type: none"> Reduces congestion and idling traffic queues May disturb residents when resurfacing at night
14	Consider offering residents with electric cars free/reduced resident's parking permits and free/reduced entry into Council car parks. Hybrid vehicles? Obtain funding for survey to assess demand for charging points and location	PM TP	Ongoing	3	1	3	<ul style="list-style-type: none"> Local air quality improvements Encourages the uptake of electric cars Reduces noise
15.	Consider extending the scheme in Action 11 to business users	PM TP	2008 -10	3	1	3	
16.	Use of the Council's Parking and Enforcement Plan to help regulate traffic volumes and encourage a shift from private vehicle use to more sustainable modes of transport, (which is supported by the Council's Local Implementation Plan) Consider promotion of car	PM	Ongoing	3	2	6	<ul style="list-style-type: none"> Improved urban environment Could deter shoppers coming into the Borough

	clubs						
17.	Participate in the Thames Gateway Regional Partnership freight forums and work with TfL to achieve the aims of the London Sustainable Distribution partnership	EH TP	Ongoing	3	1	3	<ul style="list-style-type: none"> Reduce the number of commercial vehicle journeys
18.	Continue enforcing ban on HGVs parking in residential streets between 18.30-08.00 hours, seven days a week Consider introduction of Lorry Parks	PM	Ongoing	3	1	3	<ul style="list-style-type: none"> Reduce number of HGV movements in urban areas
19.	Support the extension of DLR to Havering	TP	Ongoing	1	3	3	
20.	Progress the implementation of the East London Transit	TP	Ongoing	1	3	3	
21.	The Council will continue to support the Thames Gateway Partnership to promote major infrastructure and London wide action	ALL	Ongoing	1	3	3	
22.	Continue to provide bus clearways for more efficient journeys	TM TP	Ongoing	1	2	2	
23.	In partnership with TfL, London Buses and the Underground provide interchange facilities for buses and taxis	TP	2008 - 10	1	1	1	
24.	Encourage walking by improvements in to signage paving, lighting, street furniture and security	ES TP	2008/2010	1	1	1	<ul style="list-style-type: none"> Improve local environment Reduce noise Encourage health and fitness
25.	Work with the Cross London Strategic Walking Partnership to complete and promote the 6 Strategic Walking Routes	ES TP	Ongoing	1	1	1	
26.	Lobby for a dedicated 'walking officer'	ES	Ongoing	3	1	3	
27.	The Council will continue to	ES SO	Ongoing	3	1	3	

	carry out Cycle Route Implementation and Stakeholder Plan (CRISP) studies on all appropriate sections of the LCN as part of the development process						
28.	<p>The Council will continue to develop its own Travel Plan, including:</p> <ul style="list-style-type: none"> • Revision of existing cycling policy with a view to enhance facilities.(Under consideration) • Promote car sharing scheme • Pilot flexible working arrangements • Provide new staff with a Sustainable Travel Pack • Develop intranet page to inform staff of public transport timetables • Continue to offer interest free annual season ticket loans to employees • Consider alternatively fuelled pool cars throughout the Council for business use • Review the tariff structures for essential and casual car users • Review business cycle allowance 	ALL	2008/2012 2010/2011	1	3	3	<ul style="list-style-type: none"> • Reduce congestion and improved air quality • Sets an example to other businesses • Reduce parking space requirements • Health benefits from walking and cycling
29.	The Council will complete outstanding School Travel Plans by April 2009 and regularly review plans with the aim of achieving continual improvement To be set annually	ES SO	Ongoing and by 2009	3	2	6	<ul style="list-style-type: none"> • Reduce peak time traffic congestion • Improve road safety and air quality • Encourage healthier children • Children learn road sense
30.	Raise awareness of sustainable means of travelling to school through campaigns such as 'Good Going Week' and 'Walk to School Week'	ES	Ongoing	3	1	3	

Part 111 Non transport related measures							
	Action	Who	When	Cost	Air Quality Impact	Overall Effectiveness	Wider Impacts
31.	Actively discourage new development that generates significant numbers of trips at locations poorly served by public transport Ref. Planning policy documents	DC DP EH	Ongoing	3	3	9	<ul style="list-style-type: none"> Development plans usually have a variety of environmental and socio-economic impacts
32.	Ensure air quality is given material consideration in assessment of proposals for development as stated in Government guidance PPS 23	EH	2008 and onwards	3	3	9	
33.	The Council will produce Air Quality Supplementary Planning Guidance for developers	EH DC DP	2008/9	3	2	6	
34.	Investigate using Section 106 planning obligations to address air quality issues	EH DC	2008/2012	3	2	6	
35.	Where a potential development is well served by public transport, the Council will encourage tighter parking standards where feasible	DC PM	Ongoing	3	2	6	
36.	The Council require that planning applications for new developments consider the provision of cycle parking where feasible	EH DC	Ongoing	3	1	3	<ul style="list-style-type: none"> Development plans usually have a variety of environmental and socio-economic impacts
37.	Developments with the potential to generate a large number of journeys are required to provide a Transport Assessment and Green Travel Plan; an Air quality assessment will be a new requirement	EH DP	Ongoing	2		6	
38.	Implement Climate Change	ES EM	2008/12	3	1	3	<ul style="list-style-type: none"> Reduce CO2 emissions

	Action Plan						
39	<p>Actions the Council can take to minimise its impact on Climate Change include:</p> <ul style="list-style-type: none"> Implementing actions identified in the Home Energy Conservation Act (HECA) and the Council's Housing Strategy, to promote energy conservation in residential properties. Introduce targeted programmes Introducing an Energy Certificate Scheme to encourage schools to reduce energy use and save money Promoting energy awareness among Council staff through the staff newsletter 	EM	Ongoing	3	1	3	<ul style="list-style-type: none"> Ensure air quality improvement Avoid negative air quality impacts
			2008	3	1	3	
			Ongoing	3	1	3	
			Ongoing	1	2	2	
40	Develop the Council's website with a dedicated air quality site	EH	2008/10	3	1	3	<ul style="list-style-type: none"> Raise awareness of environmental issues Up to date air quality information may assist those with respiratory problems Could discriminate against those without access to the internet
41	Continue to apply the Environmental Protection Act regime and the new integrated Pollution Prevention Control regime in accordance with the timetable for implementation and improvement	EH	Ongoing	3	1	3	
42	Continue to identify processes which are required to be part of the LAPPC or IPPC regimes	EH	Ongoing	3	1	3	
43	Review enforcement policy for dust control from construction sites within the AQMA	EH	2008	3	2	6	<ul style="list-style-type: none"> Abatement of airborne dust emissions

44	Provision of rapid response to complaints of dust nuisance	EH	Ongoing	3	2	6	<ul style="list-style-type: none"> abatement of airborne particulate emissions
45	Provision of a rapid response to complaints of dark smoke from industrial or trade premises under Clean Air Act 1993 Section 2	EH	2008	3	2	6	<ul style="list-style-type: none"> Encourage businesses to dispose of waste in a responsible manner
46	The Council will continue to promote alternatives to domestic bonfires.	EH	Ongoing	3	2	6	<ul style="list-style-type: none"> Control of emissions from indiscriminate burning of waste

Glossary

ATOS	Access to opportunities and services
Area based scheme	Subsequently known as TfL's Major Scheme
BID	Business Improvement District
Bikeability	A national programme for cycle training in England and Wales
Busted	A partnership project between Havering Council and the police's Safer Transport Team to cut down bad behaviour on buses
CCTV	Closed circuit television
DLR	Docklands Light Railway
DfES	Department for Education
DfT	Department for Transport
ELT	East London Transit
EQIA	Equality Impact Assessment
ETP	Education, Training and Promotion
EWT	Excess Wait Time
FORS	Freight Operators Recognition Scheme
GLA	Greater London Authority
HA	Highways Agency
HAMP	Highway Asset Management Plan
High frequency bus route	A high frequency route has five or more buses an hour
iBUS	An integrated automatic vehicle location system to track London buses, allowing bus controllers to regulate services to make them more reliable
iTRACE	A travel plan management suite to monitor and report on travel plans providing assessment, auditing and forecasting
KSI	Killed and Seriously Injured
LAA	Local Area Agreement
LCN	London Cycle Network
LCN +	London Cycle Network Plus
LDF	Local Development Framework
LIP	Local Implementation Plan
LTDS	London Travel Demand Survey

LTS	London – Tilbury – Southend railway line, franchised operator is c2c
LUL	London Underground Limited
Major Schemes	Projects that will cost more than £1m
NMD	Network Management Duties
NDS	Network Management Strategy
PTAL	Public Transport Accessibility Level
Planet Havering	Project aims at promoting sustainable living and transport to the general public using visual art media
SEA	Strategic Environment Assessment
SMART	S pecific, M easured, A chievable, R ealistic and T imely
SRTP	Sub-regional Transport Plan
SSSI	Sites of Special Scientific Interest
STAR	School Travel Accreditation Reward scheme – aimed at primary school children, rewarding travel to school via walking and cycling.
STP	School Travel Plan
Street pastor	Voluntary, inter-denominational pastors to help prevent or minimise conflict by acting as pacifiers in inflammatory situations
TfL	Transport for London
Taxi marshal	Maintain orderly queue at taxi ranks on Friday and Saturday night 10.30pm to 3.30am
Theatre in Education	Educating school children on the benefits of sustainable travel through the use of the theatre
Transition pack	Pre-driver school education for 16 year olds
Walking Bus	A group of children walking to school with accompanying adults for their safety