Liveable Neighbourhoods Programme

Guidance for the submission of applications

Prepared for all London boroughs and sub regional partnerships – May 2018

MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

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FOREWORD

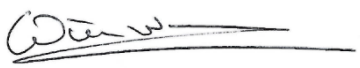
At the heart of the Mayor's recently published Transport Strategy is a simple premise: London's future success relies on reducing our dependency on cars in favour of increased walking, cycling and public transport. The shift away from the car will address many of London's health problems, by reducing inactivity and cleaning up the air. It will help to eliminate the blight of road danger. It will limit the city's contribution to climate change and help to develop attractive local environments. And importantly, it will revitalise local high streets and attract international businesses and their employees to more pleasant urban centres.

We have adopted the Healthy Streets Approach to drive this change in how people move around London. This approach starts by re-examining how our streets work. London's streets account for 80 per cent of the city's public space, yet too often they are dominated by traffic. The nature of these places – public places that belong to us all – defines what London is like as a city.

Last year we announced our new Liveable Neighbourhoods programme to provide the funding to transform London's streets into places where people choose to walk and cycle, not to drive. I want Liveable Neighbourhoods to be among the best examples in London of how the Heathy Streets Approach can be applied on the ground.

I'm pleased to now be inviting bids for the second round of this programme. The projects that were successful in the first round of funding will deliver radical changes to streets in Hackney, Waltham Forest, Havering, Lewisham, Haringey, Ealing and Greenwich. I hope we will see even more transformative proposals put forward in this second round and look forward to working with successful boroughs to create Liveable Neighbourhoods.

Will Norman
Walking and Cycling Commissioner



PART ONE

Chapter One: A radical new policy direction

1.1. The Mayor's Transport Strategy sets a radical new direction for transport in London. It seeks to change fundamentally the way people are able to move around our city. London must become a place where walking, cycling and public transport are the most appealing and practical choices for many more journeys. These active and sustainable transport choices not only support the health and wellbeing of Londoners, but also support the city as a whole by reducing congestion and providing the most efficient use of valuable and finite street space.

1.2. At the heart of the Mayor's Transport Strategy is the aim for 80 per cent of all journeys in London to be conducted on foot, by cycle or by public transport by 2041. Currently this figure is 63 per cent. Transport for London's (TfL) Liveable Neighbourhoods programme has been created to fund projects in boroughs that will help to deliver this goal; to make walking, cycling and using public transport easier and encourage fewer trips by car.

1.3. A new type of thinking is required to put into practice the theory of reducing car dependency and ownership and increasing active and sustainable travel. It requires an understanding of how Londoners interact with their city and what defines their quality of life, with particular attention to the streets where daily life plays out.

1.4. Whatever mode of transport Londoners use, the quality of the experience of using London's streets helps to define the quality of their journey. Eighty per cent of Londoners' trips are entirely on streets, and all London underground and rail journeys rely on good street access to stations. A good street experience is therefore critical to providing attractive public transport options.

1.5. The wider role streets play in virtually every aspect of London life also provides an enormous opportunity to improve Londoners' broader experience of their city. Streets are where Londoners spend their time and meet other people, and they make up 80 per cent of the city's public space. The experience of being on London's streets is particularly important for older people, the very young, disabled people and those living on lower incomes, who disproportionately feel the negative impacts of living in a car-dependent city.

1.6. The Healthy Streets Approach provides a framework that puts human health and experience at the heart of planning the city (see Chapter Three – section 3.21 for more information on the Healthy Streets Approach). The aim of the Liveable Neighbourhoods programme is to implement exemplar Healthy Streets

interventions in areas of London where the street environment does not currently make walking, cycling and public transport the primary choice for getting around, while demonstrating that there is real opportunity to deliver a reduction in short car trips. TfL expect boroughs to engage with the local community in the design process to ensure long term behaviour change.

1.7. Projects will be expected to encourage a mode shift away from the private car and make streets work better for people, rather than for vehicles, as part of a wider traffic reduction strategy for an area. This requires looking at how streets are planned to enable active, inclusive and safe travel.

1.8. London's local authorities will be vital in making the Mayor's vision a reality, and the Mayor wants to work with local politicians and officers, building on their strong history of achievement across London, to ensure successful delivery of the Liveable Neighbourhoods programme.

Liveable Neighbourhoods

1.9. A Liveable Neighbourhoods project will deliver attractive, healthy, accessible and safe neighbourhoods for people. Typically, this may involve changes to town centres and their surrounding residential areas to improve conditions for walking and cycling and reduce traffic dominance. This may include new pedestrian crossings, a network of good cycle routes, reduced parking provision, redesigned junctions, restrictions on motor traffic in town centres, high streets and residential streets, and wider improvements against each of the ten Healthy Streets Indicators (see Figure 7 on Page 25) .

1.10. A crucial factor will be the development of proposals through early and ongoing engagement. By being more responsive to the needs of communities, projects will have a broader range of interventions that deliver the right solutions in the right locations. Consequently, projects will vary depending on local context, and borough and community aspirations. Objectives for projects might include:

- Increasing the number of trips made by walking, cycling and public transport, and improving local connections by these modes
- Reducing car dominance, and increasing the active use of streets and public spaces
- Creating safer neighbourhood environments, including reducing road danger and improving personal security
- Improving the efficiency and safety of freight movement

- Improving air quality and green infrastructure to create more attractive neighbourhoods for people
- Improving the quality and resilience of the public realm
- Ensuring neighbourhoods have good connections to public transport
- Delivering outcomes across a wider area rather than individual streets or junctions, creating vibrant streets that help local businesses to thrive and provide places for the community to come together and interact

1.11. TfL is seeking to ensure the Liveable Neighbourhoods programme builds on the best of what the Major Projects and Mini-Hollands programmes have developed. TfL will:

- Take a proactive and collaborative approach to supporting boroughs in developing bids and delivering projects
- Seek to ensure behaviour change and non-infrastructure activities are included as part of projects
- Ensure early engagement with communities in the development of proposals, including using innovative approaches such as trials and open streets events

1.12. Liveable Neighbourhoods funding will be in addition to funding provided to boroughs through other Local Implementation Plan (LIP) funding programmes, such as Corridors, Neighbourhoods and Supporting Measures. Liveable Neighbourhoods funding is currently set to run until 2021.

1.13. Boroughs are encouraged to align programmes of investment over time, taking advantage of other bidding processes and delivery mechanisms, including wider TfL, borough or developer investment.

This Guidance

1.14. This guidance should be read alongside the Mayor's Transport Strategy and Guidance for Borough Officers on Developing the Third Local Implementation Plan.

1.15. This Guidance document is in two parts;

- **Part 1 -** Sets out the policy context for the Liveable Neighbourhoods programme. It identifies the outcomes expected from the programme and its alignment to the Mayor's Transport Strategy outcomes. It then provides different examples of potential Liveable Neighbourhoods projects including an 'at a glance' guide to potential project types and measures.

- **Part 2 –** Focuses on the technical process and requirements for planning and preparing submissions to the programme and for delivery of successful projects.

1.16. The programme has a budget totalling £114.9m (including risk allowance) over the five financial years (2017/18 – 2021/22), excluding the funding for the remaining Major Projects that will be completed during this period. Although costs will vary considerably from project to project, it is expected that TfL contributions for most projects will fall within a range of £1m to £10m, with the majority probably under £5m. The lower limit is to encourage proposals that include packages of measures across an area either within the borough or across borough boundaries, as well as encouraging projects that have maximum impact with smaller expenditure. Smaller projects should be proposed via the core LIP allocation.

Chapter Two: Policy, context and aims

The Mayor's Transport Strategy

2.1. Transport has the potential to shape London, from the streets on which Londoners live, work and spend time, to the London underground, rail and bus services they use every day. By using the Healthy Streets Approach to prioritise human health and experience in planning the city, the Mayor wants to change London's transport mix so the city works better for everyone.

2.2. The Mayor's Transport Strategy has three themes:

- **Healthy Streets and healthy people -** Creating streets and street networks that encourage walking, cycling and public transport use will reduce car dependency and the health problems it creates. This includes the better planning and operation of freight and servicing trips to reduce their impact on people.

- **A good public transport experience -** Public transport is the most efficient way for people to travel over distances that are too long to walk or cycle, and a shift from private car to public transport could dramatically reduce the number of vehicles on London's streets.

- **New homes and jobs -** More people than ever want to live and work in London. Planning the city around walking, cycling and public transport use will unlock growth in new areas and ensure that London grows in a way that benefits everyone.

2.3. Reducing the need to use cars is the cornerstone of the Mayor's vision and will provide huge benefits for all Londoners. More walking and cycling can make everyone healthier. Older people and the very young, disabled people and those living on lower incomes are most likely to be affected by the problems associated with a car-dependent city, such as poor air quality and road danger. Therefore, reduced car use will make London fairer.

2.4. Streets will function more efficiently, with less congestion and pollution. Public transport and essential commercial journeys will run more easily and there will be more space for people. London will grow in a sustainable way, not only improving peoples' lives but by supporting London's growing economy; the benefits of which will be felt across the city and the UK.

2.5. The Mayor's Transport Strategy aims to change the way people choose to travel so that by 2041 80 per cent of all Londoners' trips will be made on foot, by cycle or by

public transport. Currently 63 per cent of journeys are currently made by these forms of transport (Figure 1).

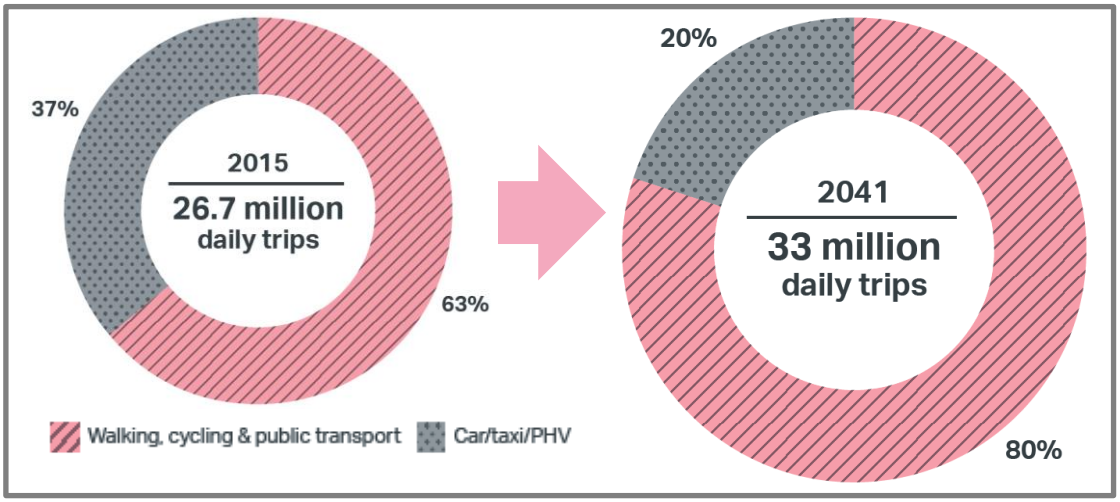


Figure 1: Mode share 2015 and 2041 (expected)

2.6. The Mayor's Transport Strategy is structured to deliver the Mayor's vision, through clearly defined aims, priorities, policies and proposals, and outcomes. A summary of the Mayor's Transport Strategy content and structure is provided in Table 1.

Table 1: Mayor's Transport Strategy content and structure

VISION AND AIMS • A future London that is not only home to more people but is a better city for all those people to live in. • 80% of all trips by public transport, foot or cycle by 2041		
Healthy Streets and healthy people	**A good public transport experience**	**New homes and jobs**
• All Londoners to do at least the 20 minutes of active travel per they need to stay healthy each day • Vision Zero for KSIs by 2041 • London's transport system to be zero emission by 2050 • Reduce total London traffic by 10-15 per cent by 2041 70 per cent of Londoners to live within 400 metres of a high-quality, safe cycle route by 2041.	• Mayor aims to open Crossrail 2 by 2033 • Create a London Sub-urban Metro by the late-2020s • Improve the overall accessibility of the transport system by 2041	• Good access to public transport • High-density, mixed-use developments • People choose to walk and cycle • Car-free and car-light places • Inclusive, accessible design • Carbon-free travel • Efficient freight
Transforming the transport system - a spatial approach for central, inner, outer London		
THE HEALTHY STREETS APPROACH • Priorities, policies and proposals		
Healthy Streets and healthy people	A good public transport experience	New homes and jobs
a) Active, inclusive safe travel b) Making more efficient use of the street network c) Improving air quality and the environment	a) Improving affordability and customer service b) Improving public transport accessibility c) Shaping and growing the bus network d) Improving rail services and tackling crowding	a) Shaping the type of growth: creating high density, mixed-places b) Shaping the city: using transport to support and direct good growth

OUTCOMES								
Active	Safe	Efficient	Green	Connected	Accessible	Quality	Sustainable Growth	Unlocking
London's streets will be healthy and more Londoners will travel actively	London's streets will be safe & secure	London's streets will be used more efficiently & have less traffic	London's streets will be clean and green	The public transport network will meet the needs of a growing London	Public transport will be affordable and accessible to all	Journeys by public transport will be pleasant, fast and reliable	Active, efficient and sustainable travel will be the best option in new developments	Transport investment will unlock the delivery of new homes and jobs

A New Spatial Dimension

2.7. The Mayor's vision will mean different things in different parts of London. The Mayor's Transport Strategy sets out broad visions for central, inner and outer London.

- **Central London -** High levels of public transport connectivity are essential to central London's success. Given its limited space, a steady reduction in car use is necessary, and walking, cycling and public transport use must increase. Deliveries must become more efficient through consolidation, rescheduling or switching to more sustainable vehicles.

- **Inner London** – levels of car use within inner London will be reduced, with walking and cycling prioritised for short trips, and public transport improved for short trips, and public transport improved to provide excellent levels of service for longer trips. New development for inner London's growing population should be designed so that walking and cycling are the most appealing choices for getting about locally.

- **Outer London** – the MTS aims to reduce dependency on the car in this area by significantly improving public transport, and encouraging more walking and cycling to, from and within town centres by improving the local environment for these modes.

2.8. The way people currently travel is quite different in these areas of London, and the Mayor's Transport Strategy is clear that different measures will be appropriate in each area. However, in every part of London there are local neighbourhoods where more local trips can be walked or cycled. The Liveable Neighbourhoods programme seeks to enable boroughs to make this possible throughout London.

The role of London local authorities

2.9. The importance of the role London's local authorities have in achieving the Mayor's vision cannot be overstated. The Mayor's aims of transforming the places where Londoners spend their daily lives and reducing traffic cannot be achieved without the boroughs because they manage most of London's streets, including the overwhelming majority of the local streets where people live.

2.10. It is also the boroughs that in recent years have conceived and delivered real innovation and transformational projects across our city, creating places for people and supporting a shift towards a more sustainable transport mix. The Mayor's Transport Strategy specifically encourages TfL and the boroughs to build on these innovations, and to take forward a wide variety of measures with early and ongoing local engagement.

2.11. During 2018, London boroughs will draft their Local Implementation Plans, which will demonstrate how they will achieve the aims of the Mayor's Transport Strategy locally. It is then expected that substantial investment and a high level of collaboration between boroughs and TfL, and with many other stakeholders, will be required to make the Mayor's vision a reality by 2041.

Liveable Neighbourhoods Objectives

2.12. The Liveable Neighbourhoods programme is a TfL funded programme, delivered by TfL and the boroughs, to improve the public realm and the experience of walking, cycling and using public transport while increasing opportunities to use streets as public spaces and reducing car trips. Complementary to wider measures encouraging mode shift and active travel, the Mayor's Transport Strategy also says that the Liveable Neighbourhoods programme "will be essential to address pollution at borough level in local air quality hotspots and at sensitive locations such as schools".

2.13. The overarching ambition of Liveable Neighbourhoods will be to contribute to the Mayor's aim to change the transport mix across London and achieve the sustainable mode share (walking, cycling and public transport trips) targets by 2041. Figure 2 provides an overview of the Liveable Neighbourhoods programme objectives and alignment to the Mayor's Transport Strategy outcomes. Liveable Neighbourhoods will be expected to contribute in particular to the four Healthy Streets and Healthy People outcomes and the first outcome of the A Good Public Transport Experience outcomes, without compromising the strategy's other aims.

2.14. In contributing to the Mayor's Transport Strategy outcomes, Liveable Neighbourhoods projects should be taken forward alongside or integrated with other programmes, including;

- Vision Zero for London and the roll-out of 20mph projects
- Planning and delivering of a London-wide cycle network
- Supporting Healthy Routes to school
- Supporting urban realm improvements across town centres and prioritising the improvement of high streets, squares and public spaces through a mix of long term investment and short term quick wins
- Low Emission Bus Zones and bus priority
- Local measures in local air quality hotspots and at sensitive locations, such as schools, funded by the Mayor's Air Quality Fund and Low Emission Zones

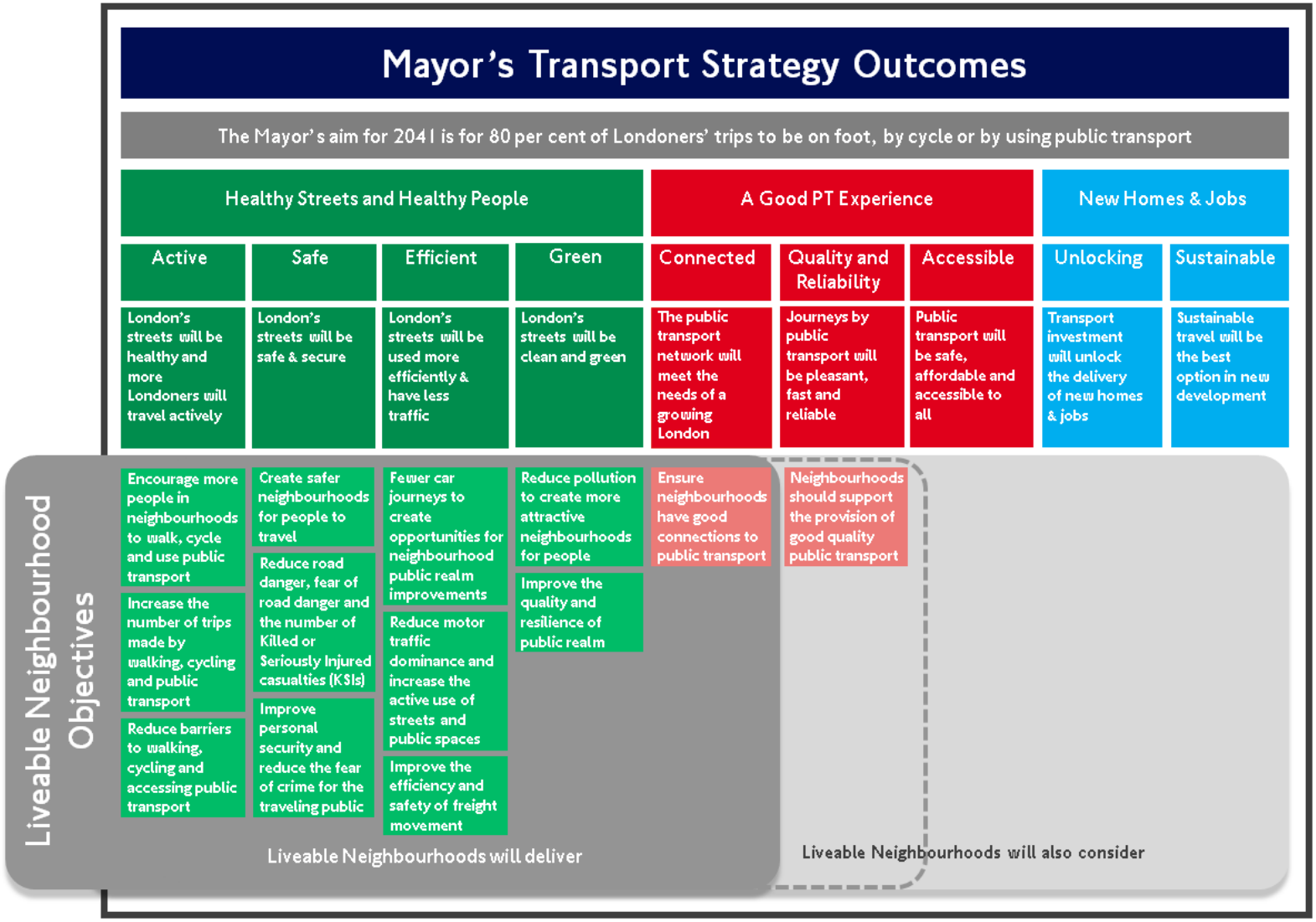


Figure 2: Liveable Neighbourhood objectives and alignment to Mayor's Transport Strategy outcomes

Chapter Three - Liveable Neighbourhoods projects

3.1. This Chapter provides some (non-binding and non-exhaustive) examples of potential Liveable Neighbourhoods locations and projects to help bring the programme aims to life. It includes an 'at a glance' guide to the potential project examples and potential measures and a set of illustrative outcomes and outputs for each of the four examples.

Locations and Projects

3.2. Liveable Neighbourhoods takes a flexible approach to the selection of locations and design of interventions. It is all about delivering the right solution in the right location, at the right time. As such, proposals will be considered for a wide range of locations and areas, but TfL, boroughs and any third parties will be expected to collaborate in demonstrating there is real opportunity to deliver improvements, such as a high potential to deliver a reduction in short car trips.

3.3. Boroughs are expected to take account of, and plan for, the current and future function of streets considered and affected. This will allow them to take account of current user requirements and future development and growth when designing solutions - and to understand and consider otherwise unforeseen impacts of any proposed interventions on bus movement, or freight and servicing of local businesses.

3.4. As demonstrated by programmes such as Mini-Hollands, healthier, more welcoming streets are about more than 'traditional' urban design. They are also about promoting the use of streets as places for socialising and an active life, involving local communities in the process or conceiving 'light touch' and flexible interventions that change the way a street functions for its various users. Temporary interventions can also play an important role in understanding the dynamic use of streets and testing what works in an area, and can therefore be an integral component of Liveable Neighbourhood projects.

3.5. The objectives of the Mayor's Transport Strategy and the Liveable Neighbourhoods programme will only be achieved by improved infrastructure and supporting behaviour change measures and initiatives to encourage people to change their travel behaviours. Liveable Neighbourhood projects should include supporting measures in the proposals.

3.6. The following sections provide examples of scenarios of different projects including:

- A - residential area / local centre
- B - a town centre / high street

- C - a transport interchange
- D - connections to an existing 'Healthy Streets' town centre / high street or Strategic Cycle Network

3.7. The examples are provided to help boroughs understand what a Liveable Neighbourhoods project could include, and are not intended to be prescriptive. Table 2 below summarises the scenarios and associated outcomes and measures (outputs).

Table 2: Liveable Neighbourhood Projects – illustrative scenarios

	Scenario A Residential area / local centre	Scenario B Town centres and high streets	Scenario C Transport interchange	Scenario D Connections to town centres and high streets
key primary measure secondary measure				
Description	• Local streets • Local amenities	• Town centres / high streets and vicinity • Broad range of land use • Local and regional attractions	• Concentration of transport modes, with high demand at particular times	• Local streets and connectors • Close proximity to town centre / high street
Project aims (outcomes)	• Active and social streets • Reduce traffic dominance	• Improved social and economic vitality • Improved walking and cycle provision	• Easy and safe place to navigate in • Improving routes to interchange to increase its value to the neighbouring communities	• Unlock the benefits of the town centre / high street to more people • Promote more sustainable travel
Possible measures (outputs)	• Modal filtering • Timed Closures to vehicles • New play streets • Healthy Routes to local services and amenities • Behaviour change initiatives • Replace car parking with cycle parking / parklets • Greening & SuDS	• Wider footpaths • Timed closures to private vehicles including for community events • Re-allocation of car parking • New pedestrian crossings • New cycle parking • Smart freight and servicing strategies, e.g. off peak retail delivery times and preferred freight routes • Greening & SuDS	• Signage and wayfinding • Cycle Parking • New, safe cycle routes and stations • Reduced parking provisions • Improved pedestrian crossings • Freight collection points and locker banks • Greening & SuDS	• Filtered permeability (permanent / trialled) • New pedestrian crossings • Pedestrian priority at side roads • High quality cycle facilities • Bus priority measures • Measures to reduce road danger at junctions • Freight drop-off and consolidation areas • Greening & SuDS

Scenario A: Residential areas / local centres

3.8. Figure 3 shows an example of a project in a residential area or local centre that incorporates local residential streets, a school and cluster of local shops within a defined area. Residential streets are too often dominated by rat-running traffic avoiding main roads nearby. It makes what should be quiet residential streets noisy, polluted and dangerous and unpleasant places to walk, cycle or spend time.

3.9. A residential area project might aim to reduce through traffic on residential streets by closing them to through traffic or introducing traffic-calmed streets. Other improvements could include the enhancement of walking and cycling routes (Healthy Routes) to local services and amenities in order to support more active travel, particularly as an alternative to short trips currently made by car and better management of freight and servicing.

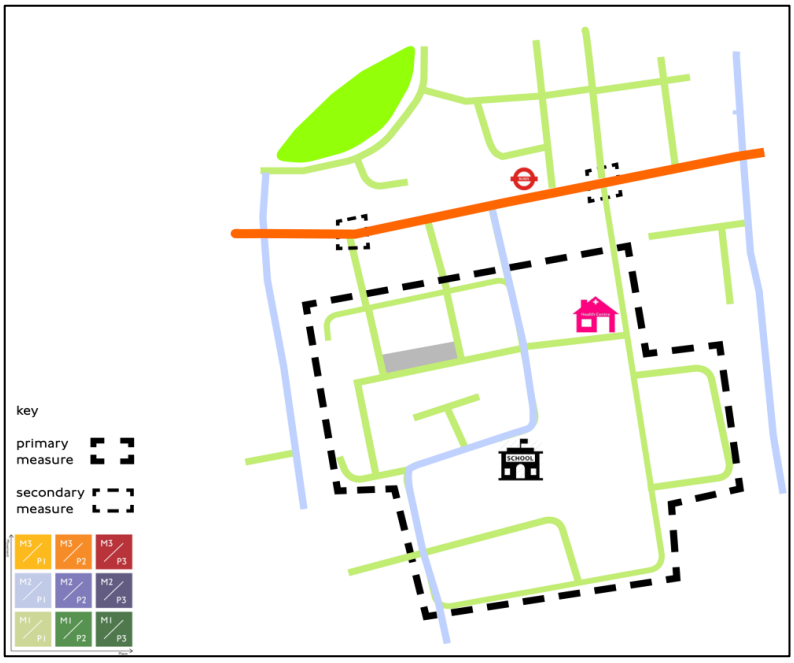


Figure 3: Residential area / local centre

3.10. The specific measures that could be considered in this example might include: modal filtering of residential streets to create the right conditions for walking and cycling, permanent / timed closures for vehicle traffic at particular times, new play streets to improve ambience and providing things to do and see, additional pedestrian crossings to reduce severance and road danger, measures to reduce vehicle speeds, additional cycle parking at local shops and on residential streets, replacing car parking with cycle parking or miniature greenspaces (parklets) and 'greening' to improve the amenity of the local streets. It could also include behaviour change measures that engage the local community.

Scenario B: Town centres / high streets

3.11. Figure 4 shows an example of a town centre location. Town centres and high streets are local or regional attractors that include a broad range of land uses, including employment, retail, community facilities, health, education and residential. There will generally be more people using this area with a higher amount of vehicle traffic than a residential area.

3.12. The aims of a town centre or high street project might focus on the overall street experience, and its social and economic vibrancy. This might include improving the experience for pedestrians, enhancing the vibrancy of the streetscape and making it easier to cross main roads. More broadly, a project should encourage mode shift towards more walking, cycling and public transport. Therefore, connectivity to public transport, pedestrian and safe cycle routes to the town centre or high street, including planned and existing infrastructure, will be important considerations.

3.13. Encouraging a more efficient use of road space by reallocating space to walking, cycling and public transport will be a particularly important outcome for a town centre project, including innovative ways to better manage freight and servicing. The cost and availability of town centre parking is closely correlated to people's likelihood of driving to their local high streets, therefore boroughs should consider, as part of a clear parking strategy, the reduction of car parking around town centres and high streets in particular. The Mayor also supports boroughs who wish to explore using road user charging projects, such as a Workplace Parking Levy (WPL) as a means of traffic reduction a charge on employers who provide workplace parking spaces within a designated area. WPLs can bring benefits in terms of managing demand, mode shift and freeing up land for more productive uses.

Figure 4: Town centre / high street

3.14. The specific measures that could be considered in this example might include: permanent / timed restrictions to vehicle traffic, pedestrianisation of roads, trial road closures for community events such as markets or other social events, re-allocation of car parking space to parklets, a dynamic freight strategy, footway widening, new pedestrian crossings on desire lines, improvements to existing crossings, design measures at side streets to emphasise priority for pedestrians and cyclists over vehicles, new cycle parking, greening and tree planting, and other urban realm enhancements. Specific measure to improve freight servicing could include: off peak and after hours retail delivery routes and areas, preferred freight routes that avoid busy areas and / or times, off street loading areas and micro-consolidation areas, restricted / managed kerbside time and area access and collaborative procurement amongst local businesses. Other measures, located on the edge of a town centre or high street, could include: improvements to wayfinding, measures to reduce road danger, and improved connectivity for pedestrians and cyclists from neighbouring areas. More broadly, the project could form part of a coordinated traffic reduction strategy.

Scenario C: Stations and transport interchanges

3.15. Figure 5 shows a scenario of an underground station, which includes bus stops and local amenities linked to the transport interchange. There are likely to be high current and forecast passenger demand around stations and transport interchanges, including interchange between rail and walking, cycling and buses.

3.16. The aims of a station / transport interchange project could focus on improving pedestrian connectivity between the surrounding streets, station and bus stops. This will include accommodating current as well as future demand. A project may also aim to reduce road danger and improve personal security, improve bus reliability and connectivity, and improve cycle connectivity and cycle parking.

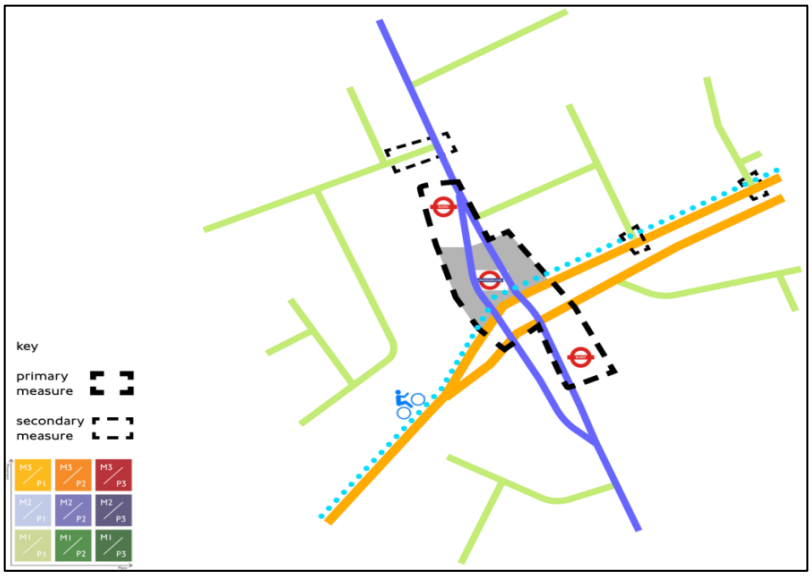


Figure 5: Station / transport interchange

3.17. The specific measures that could be considered include: increased footway widths to accommodate increasing pedestrians demand, safe cycle routes to the station, reducing parking provision around stations to discourage car use, improved signage for navigation, improved pedestrian crossings to the station, collection points and locker banks in or near stations to promote cycle or walking deliveries, improved station public realm and more cycle parking at the station.

Scenario D: Connecting neighbourhoods to town centres and high streets

3.18. A Liveable Neighbourhood project may focus on the need to improve connectivity to town centres and high streets, and will be located on streets and key routes that provide access to those centres. The improvements may link to completed or planned projects within a town centre or high street, and will ensure that any changes to a town centre or high street effectively link with the surrounding neighbourhood. Figure 6 shows an example of a town centre surrounded by a major ring road. In this scenario, a surrounding neighbourhood may need to be more effectively connected to the town centre.

3.19. The aims of a project here might focus on improving the connectivity of surrounding neighbourhoods to the town centre by sustainable modes of transport, reducing severance and reducing road danger in particular locations or junctions, providing well-connected and safe cycle routes to the town centre, and ensuring reliable and efficient access for buses. This would improve local connectivity and help unlock the economic and social benefits of a town centre and high street to more people.

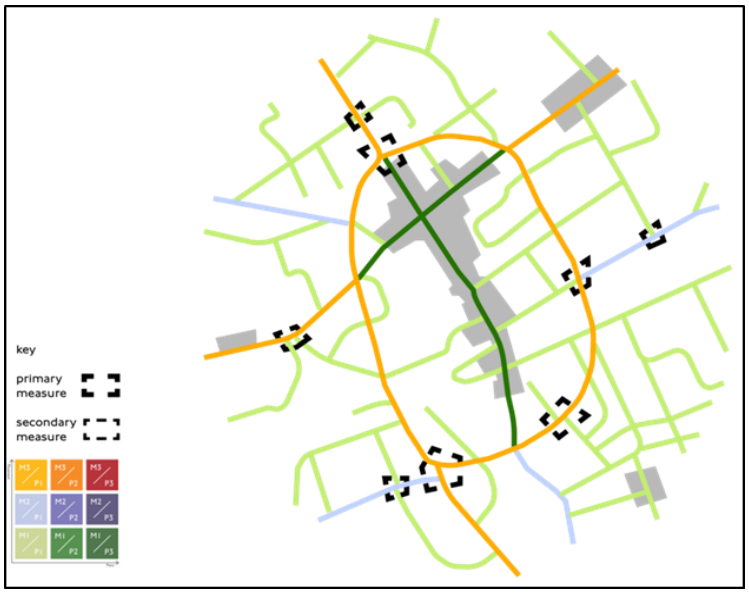


Figure 6: Connecting neighbourhoods to town centres and high streets

3.20. The specific measures that could be considered in this example might include: new pedestrian crossings, filtered permeability to limit through traffic, pedestrian priority at side streets, new segregated cycle lanes on busy streets, measures to reduce road danger at particular junctions, new bus priority measures, improved wayfinding and signage to the town centre, freight drop-off areas and consolidation areas, increased greening and improved biodiversity/ sustainable urban drainage systems (SuDS).

Healthy Streets toolkit

3.21. TfL has published guidance on the application of the Healthy Streets Approach, which provides further support for boroughs in planning and designing Liveable Neighbourhood projects.

3.22. The Healthy Streets Approach provides a framework for assessing project designs using ten evidence-based indicators shown below in Figure 7, to assess the experience of being on London's streets. Good performance against each indicator means that individual streets are appealing places to walk, cycle and spend time. Improvements against all the indicators across the city's streets will radically transform the day-to-day experience of living in London.

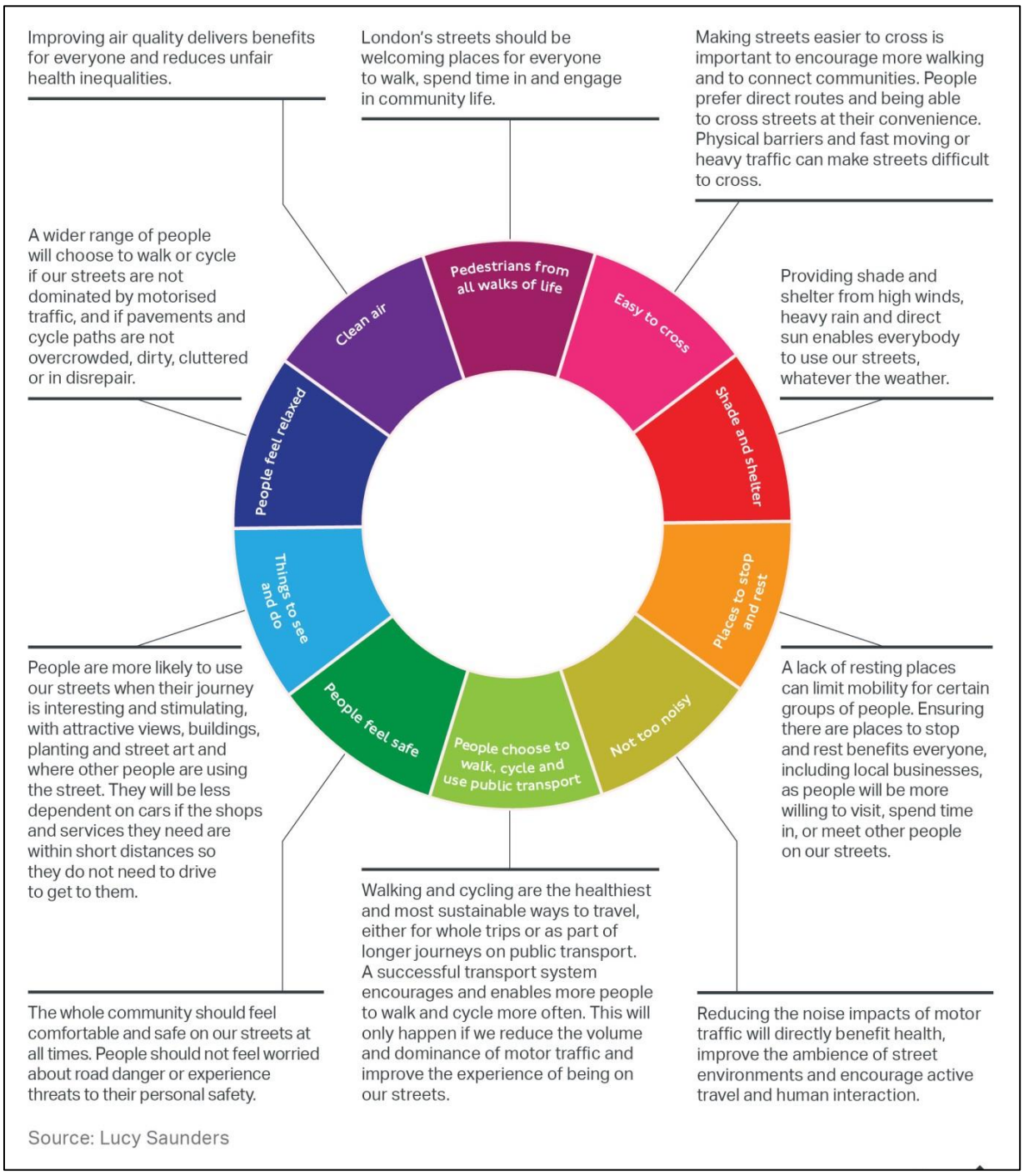


Figure 7: The ten Healthy Streets Indicators

The Healthy Streets Toolkit consists of:

- Guide to the Healthy Street Indicators
- Healthy Streets Explained
- Healthy Streets Check for Designers

3.23. More information on Healthy Streets and the Healthy Streets Toolkit can be found on the TfL website:
https://tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/healthy-streets

Design Guidance

3.24. TfL has produced a Streetscape toolkit comprising a suite of design guidance documents setting out standards and providing advice for designers considering on-street interventions. These design guides should be used when developing Liveable Neighbourhoods measures alongside boroughs' own design and streetscape guidance. The Streetscape Toolkit consists of:

- Streetscape Guidance
- Sustainable Drainage Systems (SuDS) in London – a guide
- London Cycling Design Standards
- Urban Motorcycle Design Handbook
- Accessible Bus Stop Design Guidance
- Kerbside Loading Guidance

3.25. These documents can be found on the TfL website:
https://tfl.gov.uk/corporate/publications-and-reports/streets-toolkit

3.26. Other guidance that should be reference when planning Liveable Neighbourhoods include:

- Station Public Realm Urban Design Guidance (available at http://content.tfl.gov.uk/station-public-realm-design-guidance.pdf)
- Small change, Big Impact (available at http://content.tfl.gov.uk/small-change-big-impact.pdf)

PART TWO

Chapter Four: Liveable Neighbourhoods funding bids

Overview

4.1. This section sets out the requirements and process for the identification and preparation of Liveable Neighbourhoods funding bids. The information provided in Liveable Neighbourhoods bid should give a complete overview and ambition of the project. It should contain enough qualitative and quantitative information to inform objective decision making by TfL, allow boroughs and TfL to prioritise potential projects, and justify the need for the investment.

4.2. TfL will set a submission deadline each year. The submission deadline will be the latest date for receipt of applications for the following financial year; however applications can be submitted to TfL at any time before the submission deadline. The deadline for applications will generally be given in the LIP Annual Spending Submission Guidance. **For the 2018/19 bidding round the submission deadline is Friday 30th November 2018.**

4.3. TfL will proactively engage with those boroughs that have expressed interest in bidding to the programme and encourage them to submit early expressions of interest (Appendix Two) and high level bids based on aspirational projects, such as components of previous Mini-Holland bids or partially-funded or unsuccessful LIP Major Projects that align to the Liveable Neighbourhood objectives. Early discussions by boroughs with TfL will be essential given the short bidding timescale.

4.4. To guide and assist boroughs in the development of potential submissions for subsequent tranches of bidding, TfL will work with boroughs to carry out a more strategic evaluation to identify possible areas for Liveable Neighbourhoods investment.

4.5. Funding announcements for the Liveable Neighbourhood programme will be made annually alongside other LIP programmes as part of the Mayoral LIP announcement. The announcement on the successful Liveable Neighbourhoods projects will be made in February 2019.

4.6. All Liveable Neighbourhoods applications must be submitted electronically. Submissions should be sent to the email address LiveableNeighbourhoods@tfl.gov.uk. An email confirming the upload should also

be sent to the TfL contact identified in Appendix Four. Supporting documents should be submitted at the same time as the application pro forma.

4.7. Discrete low cost interventions (rather than area wide interventions) are expected to be funded from a borough's annual LIP Corridors, Neighbourhoods and Supporting Measures allocation. This is to ensure that discrete low cost interventions are not constrained by the Liveable Neighbourhoods bidding process.

4.8. TfL cannot guarantee that the available budget in one financial year (or the total five year budget) will be able to support all the possible applications for funding.

4.9. To ensure the Liveable Neighbourhoods programme is managed within its annual available budget, TfL may, re-prioritise, re-profile funding to projects over a longer timescale or limit the number of new projects added to the programme in a given year.

4.10. Boroughs should note that any expenditure incurred, or funds committed by applicants prior to a formal notification of TfL funding, is done so at the borough's own risk. To avoid abortive work and associated costs boroughs should discuss potential projects with TfL at the earliest opportunity before bids are developed.

4.11. When developing a bid, boroughs are strongly advised not to base any local commitments on the certainty of a successful application.

4.12. TfL retains the right to withhold or reduce funding to Liveable Neighbourhoods projects in order to stay within its annual budget limits, or in cases where:

- Projects do not meet the requirements set out in this Guidance
- Where slow delivery of a project and associated slippage of funding profiles could impact on TfL's funding of other borough projects
- Projects do not meet the objectives or quality required for the Liveable Neighbourhoods programme

Applications from partnerships

4.13. Applications are expected mainly from London local authorities; however partnerships, which can include Business Improvement Districts (BIDs), can submit applications through a lead borough.

4.14. Where bids from partnerships are successful, TfL funding allocations would only be made to the lead borough. The lead borough would be responsible for the management and delivery of the project across the partnership and would be solely

accountable for the management of TfL funding allocated as part of a Liveable Neighbourhoods project.

4.15. It would be the responsibility of the lead borough to ensure the funding is used and accounted for in accordance with the TfL financial requirements on the use of Local Implementation Plan funding (LIP).

4.16. Boroughs in partnerships can submit bids either as a borough or as a partnership as appropriate, but not both simultaneously.

4.17. Boroughs are encouraged to talk to TfL where a project is likely to have an impact on the Transport for London Road Network (TLRN) or the Strategic Road Network (SRN). These roads play a critical role for movement of people and goods, as well as a place function, and so it is important to consider jointly how best to ensure that a project's objectives are deliverable across an area. The borough and TfL will need to discuss and agree how the project would best be taken forward and which highway authority would lead. Arrangements would need to be agreed with TfL on a project by project basis and before the funding application is submitted.

4.18. Chapter one of this Guidance shows the current funding allocation for Liveable Neighbourhoods projects in TfL's Business Plan. Boroughs will be able to apply for a proportion of the funding required for the project from the Liveable Neighbourhoods programme. It is expected that TfL contributions for most projects will fall within a range of £1m to £10m, with the majority likely to be under £5m.

4.19. All bids are expected to have third party (non TfL) funding contributions as part of their identified budget. No minimum or maximum figure for third party contributions to projects is set in this Guidance, but the higher the amount of funding being sought from the Liveable Neighbourhoods budget towards the project, the greater the challenge for TfL to fund the project. Boroughs should therefore consider both the value for money of the proposals put forward in the bid and the scale of third party contributions that can used to support the project.

Development of a Liveable Neighbourhoods funding bid (Gate 0)

4.20. There are potentially a large number of areas across London that could qualify for Liveable Neighbourhoods funding. Understanding opportunity and delivering the right solution in the right location at the right time will be core to Liveable Neighbourhoods programme. TfL will support boroughs using spatial data and research it has developed to help inform potential areas for investment, ensuring proposals consider the wider context of projects, the area needs of boroughs and

the overall strategic direction of the Mayor's pan London transport policy. Data that TfL holds includes current and potential walking and cycling levels, bus operations, land use, demographics, freight operations, general traffic data and air quality information.

4.21. For 2018/19 bids, TfL will meet with the boroughs to discuss the overall opportunities for projects. Following the initial meeting, and guided by the borough's advice on locations they are interested in for a Liveable Neighbourhoods project, TfL will review the data it holds and present the analysis at a follow up meeting with the borough. Over time this process will evolve as greater access to TfL data becomes available to boroughs.

4.22. The data and analysis can be used to support qualitative and quantitative evidence of why a location has high potential for delivering mode shift or Healthy Street improvements. One example is the Strategic Cycle Analysis, a technical report that identifies the core connections and specific areas with the highest current and future demand for cycling in London. The report maps these strategic cycle connections and areas, alongside opportunities for reducing casualties, facilitating public transport interchange and increasing walking levels. Further information on the Strategic Cycling Analysis can be found at http://content.tfl.gov.uk/strategic-cycling-analysis.pdf. Boroughs are encouraged to complement sources of information such as the Strategic Cycle Analysis with local evidence. **It is important to note that the spatial data analysis will only be a guide to potential areas of investment and will not define specific projects.**

4.23. The stages to be followed in the development of a Liveable Neighbourhoods bid are as follows:

A. Pre-bid discussion with TfL

B. Community engagement

C. Preparation and submission of the bid

The development of a Liveable Neighbourhoods bid is identified as Gate 0 in the process for managing the Liveable Neighbourhoods projects. Further information on the Gate process can be found in Chapter Five of this Guidance.

A. Pre-bid discussions

4.24. Before preparing a Liveable Neighbourhoods bid, boroughs should discuss their aspirations with TfL. Pre-bid discussions are a critical step and provide an opportunity for TfL and the borough to ensure projects are consistent with the Liveable Neighbourhoods Outcomes and also capture local policies and priorities. TfL will be also able to give advice on the demand for the programme and the likely timescale of any funding. Boroughs should contact the relevant TfL officer for their

borough if they are planning to submit a Liveable Neighbourhoods bid. Appendix Four provides the contact details.

4.25. Promotors should also discuss the project at an early stage with the Directors of Public Health and Planning in their borough. Colleagues in the public health teams will be able to offer advice and support for their project by providing evidence of the health benefits it will deliver and helping to evaluate the health impacts. The public health teams should continue to be included as the project is developed and designs progressed.

B. Community and political engagement

4.26. As boroughs are well aware, effective community and stakeholder engagement is a key part of delivering successful projects. An important element of Liveable Neighbourhoods projects will be local engagement and involving communities in the development and delivery of proposals that affect their areas from an early stage.

4.27. The development of a Liveable Neighbourhoods bid is therefore an opportunity to consider the most effective level of engagement for the project both in terms of the intensity of the engagement and the role that the local community will have in decision-making. Factors to take into account at this stage include whether the project is likely to be controversial (e.g. will it affect access or parking), the scale of the project, how it might affect local people and businesses and opportunities for communities to be involved with developing proposals. This engagement could take a variety of forms, from standard meetings and survey work to events and other innovative engagements practices.

4.28. Boroughs should also consider how political support for the project from ward councillors and cabinet members can be evidenced and it is recommended that there is engagement with elected members as part of the development of the bid as this will form part of the assessment framework.

4.29. At the submission stage of a Liveable Neighbourhoods bid, promotors should be able to provide in the bid a view as to;

- The likely local support for the project and how the borough will work with communities to develop support and solutions
- Who the stakeholders are that they need to engage with
- The needs, requirements and aspirations of the local community

4.30. Projects will be expected to support non infrastructure and behaviour change through a variety of measures, such as promotions, training, education, and the provision of journey planning information. Liveable Neighbourhoods projects

provide an opportunity for boroughs to work closely with the community, including residents, local services including education and healthcare, and other key stakeholders such as local businesses at an early stage to define the types of interventions that will support change in their areas. Examples of initiatives can be found in the 'Behaviour Change' section of Appendix One.

4.31. A requirement in the Liveable Neighbourhoods assessment process (set out in more detail in Chapter Five) will be to demonstrate community and local political engagement throughout the development process and support for measures before they are implemented.

4.32. The benefits of Liveable Neighbourhood projects should be clearly demonstrated, and submissions should include a proposal for the monitoring of project outcomes. The Mayor's Transport Strategy describes the Mayor's aim for all Londoners to do the 20 minutes of active travel each day by 2041. Boroughs must consider how their prospective projects will contribute towards this aim, and include details of how this will be monitored and reported.

C. Preparation and submission of the bid

4.33. In addition to the requirements given in this Guidance, project promoters should familiarise themselves with the principles and requirements set out in the Mayors Transport Strategy and LIP3 Guidance for Borough Officers before preparing a Liveable Neighbourhoods submission to TfL.

4.34. TfL has provided a standard pro forma which must be used for Liveable Neighbourhoods project bids. An example of the pro forma together with notes for its completion can be found at Appendix Two. It will also be available to download from the TfL website. A separate pro forma should be used for each submission. A Liveable Neighbourhoods bid consists of the completed pro forma and the supporting documentation. Information requirements are detailed in Table 3.

4.35. Future Liveable Neighbourhood bids should be for new projects and funding applications should not be submitted in order to make up funding shortfalls on other projects, or to replace funding that would have been committed through other sources (i.e. as part of a package of investment). Liveable Neighbourhoods bids, either where part of a funding package or as a standalone project must demonstrate alignment to the Mayor's Transport Strategy outcomes and the Liveable Neighbourhoods programme objectives.

Table 3: Liveable Neighbourhoods - bid requirements

Information Requirement	Detail	Essential
Liveable Neighbourhoods bid pro forma.	A completed Liveable Neighbourhood bid pro forma for each submission	Y
Healthy Streets Check	A Healthy Streets Check is an on-street review which is used to assess the performance of a street environment against the Heathy Streets indicators. It can be used to: • Assess the cycling, walking, public transport and health performance of routes, streets and places as well as identify specific improvements • Review designs and objectively measure how proposals will meet the needs of pedestrians, cyclists and public transport users • Quantify and track walking and cycling improvements and other improvement that support active travel. Demonstrate our commitment to improving the health of Londoners • Provide a deeper understanding of how streets perform against customer experience and expectation • Compare technical performance with results of the Healthy Streets Survey	Y
Plan showing location and boundaries of project	A plan at a suitable scale with co-ordinates of the project boundaries identified to allow the project boundaries to be mapped to GIS.	Y

Information Requirement	Detail	Essential
Plans(s) highlighting the proposed interventions	Proposals should be identified in a project sketch. The sketch can be a readable hand-drawn or CAD plan. Most planned works and ideas only need to be shown diagrammatically, at the bid stage. For example a line showing the location of a new crossing, a new cycle route, or where a kerb line is moved to widen a footway. If more than one project option is being considered, a separate project sketch should be provided for each option. The sketch should also indicate the key walking and cycling links to the surrounding area; any proposed changes to traffic movements such as road closures; filtered permeability systems, and parking changes in the area. Key dimensions for road widths should be shown along with an indication of the likely palette of materials. Community facilities, public leisure centres, schools, local shopping parades and green space should also be identifiable from the plan.	Y
Strategic site map	This requirement is included in the Liveable Neighbourhoods bid pro forma.	Y
Site audit	An experienced borough officer should undertake a street audit of the project area to assess whether potential proposals can be implemented. They should also consider setting out quick wins or primer projects that could be implemented, in keeping with the 'Small Change, Big Impacts' approach The audit should: • provide a thorough understanding of the existing conditions • advise on impacts of any proposals on TfL services (such as bus operations) or infrastructure (such as signals or taxi ranks)	Y

Information Requirement	Detail	Essential
	• Identify any particular site conditions, constraints or items needing further investigation at the feasibility design stage. Examples might be land ownership or utilities diversions. The audit should be provided in written form.	
Road danger reduction statement and collision plot	The statement is included in the Liveable Neighbourhoods bid pro forma. In addition to the statement a plot showing all personal injury collisions within the latest 36 months for the study area should be provided with the submission.	Y
Crime reduction statement	The statement is included in the Liveable Neighbourhoods bid pro forma.	Y
Freight statement	The statement is included in the Liveable Neighbourhoods bid pro forma.	Y
Statement of support from the Borough	Boroughs applying for funding for a Liveable Neighbourhoods project are asked to provide a statement to demonstrate evidence of a commitment to working with TfL towards achieving the objectives for the Liveable Neighbourhoods programme. This should include a demonstration of political commitment.	Y
Summary of behaviour change initiatives	Identification of campaigns, promotions training or initiatives underway in the area or planned to be undertaken as part of the Liveable Neighbourhoods project.	Y

Project cost estimation

4.36. One of the uses of the site audit and project sketch is to assess outline project costs. While this is only an initial estimate, it will need to give a considered indication of the financial scope of the project to aid evaluation and programme planning by TfL.

4.37. An initial assessment of the costs of a Liveable Neighbourhoods submission should be calculated based on the following parameters:

a) Cost estimates should be based on known unit costs from previous comparable projects; term contract rates where these are available; or data sources such as SPON's Civil Engineering and Highway Works Price Book. Inflation should be included in these costs

b) Potential costs for utility works and third party works, e.g. traffic signals.

c) The design costs identified for feasibility, concept, and detailed design stages calculated based on a percentage of up to 15% of the project cost

d) A cost for data collection for baseline and post implementation monitoring. At this stage the detailed monitoring requirements will not be fully known so this cost should be calculated based on a percentage of up to 2% of the project cost

e) A cost for fees including project management

f) A cost for undertaking behaviour change initiatives including campaigns and promotions targeted at users to influence them to choose to walk, cycle or use public transport. This cost should be between a minimum of £50,000 and a maximum of 2% of the base cost of the project. If staff costs are included, these should be clearly listed and the amount and time scale of the funding and the calculation of the cost shown

g) The sum of items (a) to (f) is considered as the base cost of the project. A recommended contingency factor of up to 40% should be added to this amount to allow for risk on the project. This percentage would be expected to be revised downwards as the project design is developed. This contingency should be identified separately and additional to the base cost of developing and implementing the project

4.38. There are a number of factors that should be taken into account when developing the initial estimate. These are:

- The current site conditions, including any likely remedial work or potential land ownership issues
- The costs of extensive and extended consultation, including the need for specialist advice

- The likely palette of materials to be used based on expectation for the project or the area
- The need for significant input from experienced staff with appropriate skills, for example officer and consultants' time.
- The design complexity of the proposal
- The need for extensive baseline data collection. For example parking surveys, pedestrian footfall surveys, traffic speed surveys, user attitudes to the street, and public transport journey times
- The need for extensive post-implementation monitoring and follow up data collection for up to 36 months
- The costs of any new behaviour change campaigns or initiatives, including their resources and communication.
- The need for extensive traffic modelling
- The need for third-party (non-borough) consents and works such as TfL Road Safety Audits and traffic signals
- The need for carefully planned traffic management and phasing of the project implementation to minimise the impact on businesses / residents as well as the road network constraints
- Inflation over the timescale of the project implementation
- The costs of key risk items, particularly at the construction stage

4.39. The budget and estimated profile for the project funding should be shown. The amount of TfL funding being sought from the Liveable Neighbourhoods programme should be clearly identified along with any third party contributions. The status of the third party contributions should be noted.

4.40. Some areas and locations may warrant a strategic approach to streetscape design and require complete remodelling of the streets. Liveable Neighbourhoods might, within the limits of the programme, support these types of projects provided that such an approach is embedded in and supported by wider, lower cost area interventions, such as filtering. Boroughs, working with TfL and utilising their experience of delivery of projects within constrained budgets, are asked to consider how the Liveable Neighbourhood outcomes can be delivered most cost effectively.

Value for Money

4.41. Liveable Neighbourhoods projects should aim to achieve value for money. When planning Major interventions in the public realm, a long-term view is recommended when considering the cost of the project. In some cases the use of costly but more

durable materials may be better value in the long term if maintenance costs are reduced and the life of a project is increased. Planning should also take into account the type of materials appropriate to the future use of the area.

Sustainability

4.42. Sustainability should be considered through factors such as the choice of regionally sourced materials, the use of recycled and recyclable materials, the use of materials with a longer life, the use of products from certified sustainable sources and options to minimise energy use such as through more energy efficient lighting.

Crime and Disorder

4.43. Boroughs (and TfL) have a statutory duty under Section 17 of the Crime and Disorder Act 1998 to consider crime prevention in all of their undertakings and do all they reasonably can to prevent crime and disorder. Liveable Neighbourhood projects should "embed" crime prevention within their design and management stages.

4.44. Boroughs are encouraged to include an audit trail on the decision-making around crime prevention features as part of each project. Advice and support can be provided by TfL crime prevention specialists to ensure consistency with Mayoral and TfL objectives and to ensure effective practice.

Healthy Routes

4.45. Through the Liveable Neighbourhoods programme, we encourage the implementation of Healthy Routes to create attractive, safe and accessible walking routes to schools and other local destinations, such as shops, health services and parks, with a particular focus on improving conditions for children, older people and disabled people. Possible measures could include cycle parking and the implementation of 20 mph limits and zones. Workplace and school travel planning, incorporating school air quality audits, should also be used to support the delivery of Healthy Routes, to create better routes to schools and local attractors. Investment in Healthy Routes will need to be supported by behaviour change activities to encourage mode shift from the car to walking, cycling and public transport.

Other Measures

4.46. Liveable Neighbourhood projects can include initiatives such as 20mph Limits/Zones or Cycle Parking where these measures support the delivery of the overall outcomes of the programme.

4.47. In 2016 the Mayor published his Taxi and Private Hire plan. This sets out - how Transport for London (TfL) will deliver his commitments to both passengers and to the trades themselves. The plan can be found at http://content.tfl.gov.uk/taxi-and-private-hire-action-plan-2016.pdf

Green Infrastructure and Sustainable Drainage Systems

4.48. Green infrastructure includes the provision of green spaces and features such as street trees and wildflower verges. There are multiple benefits resulting from green infrastructure, including improved resilience to severe weather, better air and water quality, the encouragement of walking and cycling and increased biodiversity.

4.49. Liveable Neighbourhood projects should protect existing green infrastructure where possible, or – if there is a loss – provide new green infrastructure in order to deliver a net gain in biodiversity.

4.50. Liveable Neighbourhoods projects provide an opportunity for creating new green infrastructure. For example trees provide shade and shelter from high winds, heavy rain and direct sun. Liveable Neighbourhoods should retain existing trees and include new trees where possible.

4.51. Sustainable Drainage Systems (SuDS) help to reduce flood risk, improve water quality, improve visual amenity and increase biodiversity. Measures for SuDS should be proposed in Liveable neighbourhood bids. Examples might include:

- Rain gardens in build outs – designed to accept surface water runoff from adjacent footway and carriageway
- Permeable surfacing – making new footway surfaces permeable.
- SuDS tree pits – tree pit design and species choice which allow surface water from adjacent surfaces to run in

Air Quality

4.52. Liveable Neighbourhoods projects can also provide an opportunity in conjunction with funding available through the Mayor's Air Quality Fund to include measures to improve air quality. These could include street closures and vehicle restrictions, tackling engine idling and implementation of air quality improvements around schools, particularly in response to recommendations set out in the Mayor's School Air Quality Audit Programme.

Traffic Signals

4.53. TfL's is the asset owner and service provider responsible for all of London's traffic signals. At the bid stage, the scope of any signals proposals should be identified and advice sought from TfL as to the viability of any technical requirements (e.g. traffic modelling) that may be required to take forward the proposals. Traffic signal project proposals should be clearly set out in the bid documents.

4.54. At the design stage, the scope of the signals project is developed by the boroughs. During this stage, TfL is able to provide advice on modelling techniques, project evaluation and project deliverables. TfL also provides estimates for signals design and installation to assist with project cost estimates and delivery. It is advisable, especially for complex projects, to discuss the traffic modelling requirements with TfL early in the design phase in order to determine the amount of modelling work required and generate a realistic cost and time estimate for this work.

Bus Network Impact

4.55. Bid promotors should also consider the impacts on bus services of their proposals. In order to increase the use of buses, it will be important to improve bus journey time to make travelling by bus more attractive and TfL will welcome traffic management proposals that will improve bus journey times and reliability. See section A5 in Appendix One for further information on bus planning requirements.

Visual Aids

4.56. Although not essential, Liveable Neighbourhoods submissions can be supported with photographic images and visualisations. These should clearly describe the key aspects of the proposals or the general design themes proposed from a quick glance at the images. Images should be in PDF or JPEG formats, annotated and capable of being printed to A3 size without loss of definition or information. Sources of information available to boroughs when developing a Liveable Neighbourhoods bid are listed in Appendix 3.

Evaluation of bids (Gate 1)

4.57. Evaluation of the Liveable Neighbourhoods submissions will be led by the TfL Network Sponsorship team with input from other departments such as City Planning. Evaluation will take place at the individual project submission level and at the overall programme level.

4.58. The Liveable Neighbourhoods programme is expected to be oversubscribed, and prioritisation of bids will be required. The factors likely to be used in the assessment and prioritising of funding bids are:

- Potential to deliver the Liveable Neighbourhoods programme objectives and Mayor's Transport Strategy Outcomes
- Potential benefits to be gained for walking, cycling and public transport, road safety and air quality
- Capacity of the borough to deliver and levels of community and political support
- Ability to secure 3rd party funding contributions and the affordability of the proposals
- Potential to complement other TfL and borough projects (including planned maintenance) to maximise return on investment
- The timing of projects to allow for synergy with any complementary proposals or other investment (including Liveable Neighbourhoods)
- Past delivery record on Major Projects or Mini-Hollands projects
- Quality of the information in the bid to inform objective decision making by TfL

4.59. Key milestones for the 2018/19 bid evaluation process are:

Deadline for submission of Borough bids	30 November 2018
TfL Assessment of Borough Bids	December/ January 2018
Announcement of 2019/20 Liveable Neighbourhoods funding	February 2019 (tbc)

Chapter Five: Delivering a Liveable Neighbourhoods project

Overview

5.1. Key requirements for the Liveable Neighbourhood programme delivery are set out below:

a) LIP Liveable Neighbourhoods projects must be progressed in accordance with the requirements set out in this Guidance, including any subsequent editions / updates of the document

b) Release of funding for feasibility designs will be subject to a sign off through TfL/ Borough Project Board's to ensure that overall project and programme objectives and requirements are clearly set out prior to commissioning design work

c) Subsequent release of funding for concept/ detailed design and build stages will be subject to an incremental evaluation and appraisal of the design proposals the project costs and budgets, the delivery against the expected outcomes for Liveable Neighbourhoods and expected benefits of the project

d) The Liveable Neighbourhoods process does not replace any other TfL procedures for project design and approval (e.g. Traffic management Act Notification (TMAN) requirements). All the necessary quality, approval and consent requirements must be allowed for and met at the appropriate stages of the project's design and development

e) TfL's LIP Finance & Reporting Guidance (September 2015) sets out the financial reporting requirements for the LIPs funding to boroughs including for Liveable Neighbourhoods projects and must be followed

f) Projects with a total cost of £2m or higher will require a Business Case in accordance with TfL's Business Case Development Manual. The business case should include an evaluation of the walking and cycling benefits using the world Health Organisation' Health Economic Assessment Tool (HEAT). The Business Case Documents will need to be accepted by TfL before a report will be taken to the relevant board

g) TfL has introduced a value engineering review process for all projects, which is focused on delivering projects efficiently and effectively through value engineering. Liveable Neighbourhoods projects will need to be submitted for this review at the concept design stage and before finalising the Business Case

h) To ensure a high level of urban design, projects should be considered by an independent design review. Project promoters should utilise Urban Design London's design surgeries to gain advice on design matters from experienced professionals, prior to progressing to detailed design

Considerations in the delivery process

5.2. TfL recognises that boroughs have wide experience of the delivery of transformational projects through the LIP Major Projects programme.

5.3. Development of the delivery process for the Liveable Neighbourhoods programme took into account lessons learnt from the delivery of LIP Major Projects and Mini-Holland programme, the need for a flexible and adaptable process to incorporate the variety of projects and borough delivery models as well as the need to meet internal TfL assurance requirements. The process also aims to be as streamlined and simple as possible.

5.4. TfL will work collaboratively with boroughs on the delivery of Liveable Neighbourhood projects. However, there will be a need for projects to have a clear governance and escalation process around their delivery (as is the case with Mini-Hollands and LIP Major Projects) in order to:

- Ensure all issues are properly dealt with to facilitate a rapid project approval by TfL
- Ensure the financial planning of the Liveable Neighbourhoods programme allows for boroughs actual development cost, development timescale and funding for construction
- Ensure that financial and programme risks are fully identified and mitigated and TfL assurance requirements are met
- Provide boroughs and TfL with the highest level of confidence that projects will progress to Implementation
- Provide confidence to key stakeholders that progress is being made towards developing a project that meets the objectives outlined and that achieves the expected benefits set out for the Liveable Neighbourhoods programme
- Enable TfL to assist boroughs when they encounter problems

5.5. The Liveable Neighbourhoods delivery framework is structured through a series of Gates, which allow an incremental evaluation and appraisal of progress of the project and its alignment to the requirements set out in this guidance. This Gate process is similar in principle to the Major Projects process with which boroughs will be familiar. The main differences are:

a) The terminology and Gate framework are now aligned with TfL's project management methodology, albeit a lighter version, allowing for easier reporting in TfL across the programme as well as meeting our internal assurance requirements

b) The bid pro forma is structured to make the case for the project in a format similar to an outline Business Case. This allows the bid document to be updated as the project is progressed and to subsequently form the basis of the full Business Case. By allowing for an incremental updating, it spreads the workload over time and eases pressure on borough officers who are developing the Business Case

c) The preparation and submission of a Liveable Neighbourhoods application forms part of the framework at Gate 0.

d) There is a financial Gate added at the feasibility stage to reflect the fact that the initial stage of TfL funding to a project would be for feasibility. This allows for bids to be submitted with the basic required information, without the need for detailed studies or design. It provides a level playing field for bidding authorities. If the application is supported by TfL, boroughs can be confident that funding for feasibility will be available to allow them to develop concepts and proposals, including the identification of a preferred option and collaboration with local communities before seeking funding for detailed design.

e) At the end of the feasibility stage, TfL and the borough will agree delivery requirements for the project to cover:

- The scope of the works including any behavior change and non-infrastructure initiatives
- The outcomes expected from the project and any targets
- TfL requirements for services, operations or assets
- The total cost and budget expectations
- The overall delivery schedule for the project including TfL approvals
- Resources required including any TfL support
- The likely approvals and consents required
- The governance and reporting framework

f) Gates occur at stages in the design and this incremental approach aims to provide confidence to key stakeholders that progress is being made towards developing a project that meets the objectives for Liveable Neighbourhoods and that problems can be addressed where they are occurring.

g) There is greater emphasis on the post implementation monitoring. Costs for undertaking this monitoring would be included in the bid and funding would come from the Liveable Neighbourhoods budget

The Gate Process

5.6. The Gate process identified in this guidance for the delivery of Liveable Neighbourhoods ensures there is consistency with TfL's own methodology while retaining, so far as practical, a light touch approach to the delivery of projects. Boroughs may have adopted a similar approach in their own delivery processes.

5.7. Gates occur at the completion of blocks of activities and will consist of assessments of the designs and work done against the programme objectives and the requirements in this guidance. It is important to note that the Gates represent TfL's assessment and decision points and can consist of either financial or technical decision points or both together.

5.8. Financial decision points determine if funding to take the project forward to the next stage should be released or not. They therefore represent points at which TfL funding may be stopped if the project is assessed as unlikely to deliver against the Mayor's Transport Strategy Outcomes and Liveable Neighbourhoods objectives.

Financial assessments and decisions are made at Gates 1, 2 and 4

5.9. Technical decision points represent joint borough and TfL reviews of the design against the expected scope; Liveable Neighbourhoods programme outcomes; cost and budget expectations; schedule and approvals achieved and required. Feedback from the assessment feeds into the next stage of design. This means that after the technical assessment a project can continue to the next gate if funding is in place.

Technical assessments and decisions are made at Gates 1, 2, 3, 4 and 5

5.10. The Gate process summarised in Table 4 aims to maintain regular and open communication between the boroughs and TfL's Network Sponsorship team. It is extremely important that boroughs update TfL about progress between Gates to avoid any subsequent problems.

5.11. The process requires that the borough's project team and TfL work in partnership to prepare for the Gate reviews. For example TfL officers can provide advice on traffic modelling, or facilitate design surgeries. TfL can also provide advice and support on programming, consultation, preparing business cases and benefits realisation.

5.12. The level of information required at the Gates will be, as far practical, the minimum required in order to ensure flexibility across different models of borough delivery. It

is however possible that it will vary depending on the size and complexity of the project.

5.13. The seven Gates in the process and a summary of assessments and decisions made at each gate are set out in Table 4.

Table 4: Liveable Neighbourhoods process – gates and decisions

Gate	Main activities to be completed	Assessment	TfL decision point *(Possible outcomes in red italic text)*
0	Preparation of Liveable Neighbourhoods bid including A. Pre-bid discussion with TfL B. Community Engagement C. Submission of Borough Liveable Neighbourhood funding application	None	TfL offers work with boroughs providing data analysis and advice on the preparation of the bid document.
1	None	**Financial** - Assess funding requirements and profiles against available budgets. **Technical** - Assess the borough application for delivery of the Liveable Neighbourhoods programme outcomes (see sections 3 and 4).	**Financial & Technical** *Support / Not Support* If supported; • allocate funding for feasibility design (up to Gate 2) • In all cases feedback is provided by TfL on the bid submission
2	• Submission of feasibility study and design • Benefits Management Strategy	**Financial** - Assess funding requirements against available budgets and funding profiles. **Technical** - Assess the feasibility study and design for delivery against the Liveable	**Financial & Technical** *Support / Not Support* If supported; • allocate funding for completion of the design work (up to Gate 4)

Gate	Main activities to be completed	Assessment	TfL decision point *(Possible outcomes in red italic text)*
	• Outline Business Case • Healthy Streets Check	Neighbourhoods programme outcomes, cost and budget expectations, schedule, scope and impacts on TfL services, operations and assets as well as risks	• Agree the delivery requirements for the project with the borough. • In all cases feedback is provided on the feasibility submission
3	• Completion of concept design • Updated Business Case • Update of Benefits Management strategy	**Technical** Assess progress and design against requirements agreed at feasibility (Gate 1): • The scope of the works including any behaviour change initiatives • The outcomes expected from the project and any targets • TfL requirements for services, operations or assets • The total cost and budget expectations • The overall delivery schedule for the project including TfL approvals resources required including any TfL support • The likely approvals and consents required • The governance and reporting framework	**Technical** • Provide feedback on the submission • Design continues to Gate 4 incorporating feedback
4	• Completion of detailed design	**Technical** – Assess progress and design against requirements agreed at feasibility	**Financial & Technical** *Support / Not Support*

Gate	Main activities to be completed	Assessment	TfL decision point *(Possible outcomes in red italic text)*
	• Final Business Case • Update of Benefits Management strategy	(Gate 1) **Financial** – Assess funding requirements against available budgets and funding profiles. Assess final economic case	If supported; • Allocate funding for implementation of the project up to Gate 6 • Agree any specific requirements for implementation with the borough
5	Completion of implementation	**Technical** – Assess progress and design against requirements agreed at feasibility (Gate 1)	• Review progress and capture any learning outcomes • Ensure monitoring plan is in place
6	• End of benefits realisation phase • Outturn Business Case • Benefits Realisation Report	**Technical** – Assess outturns against requirements agreed at feasibility (Gate 1)	**Technical** • Review success of project and capture any learning outcomes • Review and report outcomes and benefits

Gate 0 (Preparation of bids) and Gate 1 (Assessment of bids)

5.14. Gate 0 consists of the development of the Liveable Neighbourhoods bid, including discussions with TfL. Further detail is given in Chapter Four on the process.

5.15. Gate 1 consists of the assessment of the Liveable Neighborhoods applications submitted by the boroughs.

5.16. The information required at Gate 1 is set out in Chapter Three and table 3 of this guidance. If a submission meets the technical requirements but other projects are of greater priority or there is insufficient TfL funding available to progress the project then it will remain in a 'waiting list' and may be funded in future years. Therefore no re-submission is required. However, as places change over time and if the objectives and issues in one place evolve considerably, then a revised submission should be made.

5.17. If the submission does not meet the technical requirements, for example further information is required to support elements of the submission, and then a revised version can be submitted for the next financial year. TfL will provide feedback on all applications.

5.18. If the proposed project is considered outside the remit of the programme it will not be supported and feedback will be provided by TfL on the reasons why the project was unsuccessful.

5.19. Successful bids are expected to align with the MTS outcomes in Figure 3, in order to contribute to the significant mode shift targets. The assessment process will address the following measures:

- **Mode Share / Active** - Does the project increase sustainable mode share by increasing the net number of trips made by active and PT transport?
- **Active** – Does the project increase use of public space / streets by pedestrians and cyclists?
- **Safe** – Does the project improve safety by reducing perception / actual casualties?
- **Safe (crime)** – Does the project improve safety by reducing fear / actual crime for those in the area?
- **Green / Active** – Does the project improve air / noise quality or encourage more use of the street or active modes by reducing the dominance of motor traffic on the street?
- **Efficient** – Does the project improve freight efficiency on the road network by reducing freight trips in the AM peak

- **Reliable Public Transport** – Does the project improve the reliability of the public transport network by maintaining or improving average bus speeds?

5.20. The assessment criteria will also take into account how deliverable projects are, assessing:

- **Complexity** – How complex is the project to deliver?
- **Political commitment** – Is there political support for the project?
- **Community Commitment** – Is there community support for the project?

5.21. Funding will be made available to take forward feasibility design for the borough bids successful at Gate 1. Funding amounts will be determined by TfL based on the information provided in the borough initial application and on consideration of available budgets.

5.22. The feasibility design stage confirms the project viability in respect of scope, cost and programme. Following the announcement of project funding for feasibility design, TfL will arrange an inception meeting with borough officers to address any questions on the process and provide feedback on the bid.

5.23. Release of funding for feasibility designs will be subject to a sign off through TfL/ Borough Project Board's to ensure that overall project and programme objectives and requirements are clearly set out prior to commissioning design work.

Gate 2 (Assessment of feasibility design)

5.24. Gate 2 consists of the assessment of the feasibility design submission. The feasibility design stage seeks to ensure that:

- The outcomes and benefits identified for the project are achievable
- All practicable options have been considered
- The rationale for selecting the preferred option is described
- Associated resource and cost implications required to enable the project to be developed are identified
- Risks are identified

Gate 2	Information Requirements
Assessment of Liveable Neighbourhoods feasibility design	A report showing: • The options considered • Advantages and disadvantages for each option including impacts of network conditions and road users • A ranking of the options that are acceptable in principle • The costs of the options • The alignment of the options to the Liveable Neighbourhoods objectives and the Healthy Streets approach which includes a Healthy Streets Check • Feedback from UDL design surgery The report should detail the preferred option and explain how it is feasible in terms of the technical requirements and/or construction methodology. The following supporting information should be provided: • Cost estimates for development and delivery of the preferred option and explanation of any variances from the estimate provided in the application • Work programme in the form of a Gantt chart showing key activities throughout the development and delivery stages. This should highlight key consents and / or approvals that needed • Identification of staff resources required to take forward management and design of the project • An outline Business Case. This should be based on the layout of the Liveable Neighbourhoods bid • A benefit strategy that sets out measurable targets against which output and outcome monitoring will take place • An outline plan showing the project boundary and scope and highlighting land ownership / highway authority responsibilities • Details of the engagement and community input to the development of the options

5.25. The information will provide essential context and background details for the project and will allow an objective assessment of each project on its own merits. Evaluations of the feasibility designs will be led by the TfL Network Sponsorship team who will sponsor the projects in TfL.

5.26. Funding will be made available to take a project forward to concept and detail design stage if the feasibility work confirms that the project is deliverable; that the outcomes align to the Liveable Neighbourhoods programme objectives; that the benefits are achievable; that the costs (including the TfL funding requirement) and timescale for delivery remain within the expectations provided in the original bid.

5.27. As the end of the Gate process, TfL officers working with boroughs will agree the set of requirements for the final project. These will cover:

- The expected scope of the works including any behavior change and non-infrastructure initiatives
- The outcomes expected from the project and any targets
- The TfL requirements for services, operations or assets
- The total cost and budget expectations including TfL funding
- The overall delivery schedule for the project including TfL approvals resources required including any TfL support
- The likely approvals and consents required
- The governance and reporting framework

5.28. TfL will allocate funding for the remaining design work against the agreed requirements with funding amounts and profiles taking into consideration available budgets and the funding profile for the Liveable Neighbourhoods programme.

5.29. Funding will enable boroughs to prepare a fully costed and high quality project design, meet the remaining TfL assurance requirements the objectives set for the programme.

Gate 3 (Assessment of concept design)

5.30. Funding for the concept stage is limited to project development costs only. It is not expected that any physical works will take place (except those associated with site investigation). Other project developments could include consultant costs for design work, qualitative or quantitative surveys, trial pits to locate statutory undertakers' plant, consultation or other tasks that would help to formulate a full design. The design stages should not include the preparation of tender documents as this will be considered within the implementation stage.

5.31. The concept design stage confirms the design principles and freezes the scope of the project.

Gate 3	Information Requirements
Assessment of concept design	• Concept designs for the preferred option identified at Gate 1 • Feedback from UDL design surgery • Output from Value Engineering review • Updated Business Case • Updated work programme in the form of a Gantt chart • Approvals (TfL and third party) • Revised detailed costing estimate and funding profile by year • Updated benefit strategy • Updated risk register and a quantified risk assessment

Design Quality and Value Engineering

5.32. Project promoters should utilise UDL's workshops and design surgeries to provide further advice on design detail during this stage of project development. The surgeries are informal and do not have written or public observations. They are an opportunity to get design advice, ideas and observations from experienced professionals.

5.33. The UDL surgeries are also ideal forums for getting feedback on smaller, lower profile projects that are in the early stages of development or other streetscape projects which would not go to more formal design processes. Projects over with a total cost of £2m or over should attend design processes as set out in this guidance.

5.34. Based on the concept design, a schedule of works is to be calculated, including volumes, unit costs and total costs. Boroughs will have more time to produce an estimate and therefore it should be more robust, meaning there should be greater confidence in its accuracy.

5.35. To support a continuing process of delivering efficiencies, TfL's value engineering review process will form part of the assurance process for the programme at the concept design stage. These reviews will assess project buildability and costs in order to identify and lock-in cost efficiencies on the project, and would need to be completed before release of funding for implementation could be approved. It is important that the reviews are seen as opportunities to make savings through value engineering and not as criticism as to the way in which the project is being managed.

5.36. There are six topics which can be considered in a value engineering review depending on the type and scale of the project. Some areas could result in the delivery of efficiencies quickly and generate significant savings, others would take longer to implement, but could still deliver important efficiencies. The topics are:

i. Project Scope / Requirements, including specification of outputs and materials, programme/schedule, extent of utility moves etc.
ii. Project Constraints, including Lane Rental, working hours, 'blockades' versus incremental works etc.
iii. Project Change, including tightening the governance around change and introducing a 'zero/minimal change' culture in order to minimise /stop project changes
iv. Procurement / Supply Chain Practices, including mini-tendering works, supply chain to 'share' the pain, reducing contract complexity, more category management, internal supplier SLA's, etc.
v. Set-Up & Working Practices, including roles and responsibilities, outsource more work earlier, review project assurance, and streamline project management processes
vi. Project Funding, including approach to risk and uncertainty, maximising third party funding and commercial development opportunities

5.37. Two meetings would generally be held for each project. The first which would be held during the concept design stage, will review the project proposals and the suggestions put forward by TfL Network Sponsorship officers and the borough project manager, as to where efficiencies may be derived. It will agree the actions required to validate and quantify any efficiency, with a view to capturing the efficiencies and savings.

5.38. The second meeting would follow up any actions not finalised at the first meeting and where additional work is needed to validate the saving. This meeting will capture the savings on the project in an update to the action tracker list.

Gate 4 (Assessment of detailed design)

5.39. The full design proposals are expected to include a detailed breakdown of project costs based on robust estimates of measured material costs, utility works, traffic management costs, contingency and inflation. It is important to note that there is minimal scope to increase funding allocations after the design and development submission has been agreed with TfL. Boroughs should, therefore, be mindful that they will carry the risk of cost increases above those agreed with TfL. An independent estimate might be carried out to ensure the costs are robust.

Gate 4	Information Requirements
Assessment of detailed design	- Detailed designs - Implementation programme - Confirmation of how project objectives have been addressed - Confirmed approvals (TfL and third party) - Robust costings and funding profile by year - Confirmation of available third party funding - Updated Full Business Case - Updated benefit strategy - Updated risk register - EQIA - Procurement strategy

Business Case and Benefits Realisation

5.40. In line with LIP3, a business case is required for all projects with a total project cost greater than £2m. This is a general rule applicable to all projects funded by TfL, both borough and its own projects. All business cases submitted to TfL must comply with the Business Case Development Manual (BCDM). The business case should include an evaluation of the walking and cycling benefits calculated using the World Health Organisation's Health Economic Assessment Tool (HEAT). The Business Case Documents will need to be accepted by TfL. Further information can be found at http://www.heatwalkingcycling.org/

5.41. TfL's investment in Liveable Neighbourhoods projects is in order to realise benefits. These benefits relate to the Healthy Streets Outcomes and the Liveable Neighbourhoods objectives (for example, to increase the number of trips made by walking and the reduction of short car based trips). The benefits realisation process for Liveable Neighbourhoods identifies and prioritises benefits expected from the projects and checks that the expected benefits have been delivered once the project has been completed. As well as checking if expected benefits have been realised, the process assesses the scale of the benefits achieved (or any unexpected dis-benefits).

5.42. The Liveable Neighbourhoods process builds in a requirement to undertake a post-project completion benefits realisation review. Such a review is conducted once the project has been completed. All projects on the Liveable Neighbourhoods programme will be in scope for benefits realisation.

Equality Impact Assessment (EQIA)

5.43. The purpose of an EQIA is to improve the benefits of Liveable Neighborhoods to local communities by making sure there are no discriminatory outcomes and that, where possible, Liveable Neighborhoods promote equality and build upon the duties bestowed upon local authorities under individual pieces of legislation, such as the Equality Act 2010.

5.44. The EQIA should assess and record the likely impact of a Liveable Neighbourhoods project. There should be a focus on assessing the impact on equality target groups. It involves anticipating the consequences of Liveable Neighborhoods on these groups and making sure that, as far as possible, any negative consequences are eliminated or minimised and opportunities for promoting equality are maximised. The creation of an inclusive environment is one of the key design considerations of Liveable Neighborhoods and it is expected that the overall effect on equality target groups will be positive. Further guidance can be found.

Detailed Risk Analysis

5.45. One of the underlying factors in the incremental approach defined here is the reduction of risk, particularly financial, both for boroughs and TfL. Building on the outline risk assessment produced at Gate 2, all full submissions will be expected to include a detailed risk analysis of the project including a quantified risk assessment.

Consultation and Engagement

5.46. Consultation and engagement is a crucial element of the project development stage for Liveable Neighborhoods. It can be divided into a) stakeholder and b) public. Consultation with key stakeholders can take place at any point during the project development process and boroughs may wish to maintain close links to key partners throughout. It is important that the expectations of key stakeholders are managed carefully.

5.47. It is therefore recommended that boroughs provide all stakeholders with a realistic timeframe for implementation prior to consultation. Similarly, it should be made clear that the Liveable Neighbourhoods involves the balancing of multiple interests.

5.48. Boroughs should also ensure that consultation materials can be provided to stakeholders in alternative formats (e.g. EasyReadr) on request. Boroughs should therefore allow for any costs associated with this requirement are included in the Liveable Neighbourhoods funding application.

5.49. Communication between boroughs and TfL's Network Sponsorship team is a central driver of the success in any project and this is especially true prior to a consultation event. It is important that Network Sponsorship is fully aware of what is being proposed for the stakeholder engagement / consultation and the responses to the engagement.

5.50. If the project has not yet been fully worked up, then it may be preferable to involve only a smaller group, or host the event as a workshop or street audit to gain more focused thoughts on the various options, issues and pressures. It is worth noting that changes should be accommodated within agreed budgets and timelines, otherwise the usual change control procedure will apply. Many changes raised at consultation can easily be accommodated at minimal cost and anything with greater implications should be discussed with the Network Sponsorship team.

5.51. Larger Liveable Neighborhoods projects are likely to be complex and, in exceptional circumstances, there may be a possibility of arranging a staged approach to the introduction of measures. This can be beneficial where one element of a project is delayed but the project promoter wishes to start of implementation so as to capitalise upon the momentum developed during the consultation and project development. This is only possible where it is clear that a decision on the delayed project element will materialise and its final design will contribute to overall project objectives. It is recommended that boroughs contact the Network Sponsorship team if they believe that they could pursue such an arrangement.

Traffic Management Act Notification (TMAN) approval

5.52. The TMAN notification process seeks to ensure that project promoters fully understand the impact of their proposals and adequately mitigate any adverse impacts before they are implemented.

5.53. The aim is to ensure that projects and works are designed and constructed with the minimum adverse effect on the road network and that there is an appropriate balance between impacts on the different users. TMAN approval is required for all projects that are on or the Transport for London Road Network (TLRN) or Strategic Road Network (SRN). As such, any Liveable Neighbourhoods proposal affecting SRN or TLRN routes will require a formal TMAN.

5.54. Projects will require two notifications; one to consider the permanent or long term effects of the project, and one to consider the shorter term effects of works associated with constructing a project. It is advised that TfL's Network Impact management Team is contacted at the outset for projects requiring TMAN approvals and should be engaged at any round table discussion. Up-to-date guidance on the notification process can be found on www.londonworks.gov.uk.

Gate 5 (Assessment at the end of Implementation)

5.55. Following approval at Gate 4, funding is provided for implementation of the project. This covers any tendering phase, the construction of the physical outputs and the introduction and roll out of any behavior change campaigns and programmes. Gate 5 consists of the technical review at the end of the implementation.

Gate 5	Information Requirements
Technical review at the end of implementation	• Report on the progress of the project against the programme and cost estimates • Update on the progress of the behavior change campaigns • TADS submission • Confirmation of the monitoring programme and who will be taking the work forward • Confirmation of the funding for monitoring • Lessons Learnt report • Healthy Streets Check

Publicity

5.56. Where a borough has been asked to provide press articles or a launch event relating to a Liveable Neighbourhood project, TfL's input should be included. The relevant Network Sponsorship officer should be contacted in all cases so that the borough's and TfL's press officers can coordinate their activities.

Road Safety Audit

5.57. Road Safety Audits (RSA) are the formal evaluation of permanent changes to the highway to identify potential safety hazards which may affect any type of road user and to suggest measures to eliminate or mitigate those problems. Liveable Neighborhood projects will require RSAs to be undertaken at the pre- and post-implementation stages. These will need to comply with TfL's RSA procedures.

5.58. TfL has a dedicated RSA Team consisting of experienced permanent staff in the Roads Directorate of Surface Transport. They can provide a price competitive Road Safety Audit service externally for Boroughs, other agencies and developers if required. For information on TfL Road Safety Audit requirements, please contact TfLSafetyAudit@tfl.gov.uk

Traffic Accident Diary System

5.59. On completion of the works the project detail needs to be added to TfL's Traffic Accident Diary System (TADS). TADS is part of the ACCSTATS system providing users with a basic tool for project monitoring, looking at 'before and after' collisions. It gives an overview of the changes in collisions month by month (normally by seasonal variation), building up to the maximum monitoring period; usually 36 months. TADS permits early intervention if there is an identified increase in collisions following introduction of the project and helps to build up knowledge and confidence in techniques being used for projects.

5.60. To include the project on the database a standard template is used that captures the start and finish dates of construction, the measures implemented and a location plan clearly identifying the limits of project. TfL will provide assistance on the requirements and completion of the TADs input form and produce a TADS report every quarter on progress, this report will be sent out to boroughs.

Gate 6 (Project conclusion)

5.61. At the conclusion of the project boroughs and TfL should complete a final review to reaffirm the outcomes and benefits achieved by the project.

Gate 6	Information Requirements
Assessment of the benefits realisation phase	• Outturn Business Case • Benefits Realisation Report • Confirmation of project outturn costs

Change Control

5.62. In order to accommodate variations to the projects during the design and implementation phases TfL has set up a change control mechanism and a programme change log as part of the Liveable Neighbourhoods delivery process. Boroughs will need to use this mechanism to agree with TfL variations to projects.

5.63. Change control should be used to seek approval for variations on:

- Timescale for project delivery
- Cost / budget per project (including the TfL funding amount)
- Scope of works

- Quality of the project design

5.64. The change control mechanism will require clear explanation of the proposed variation to the project, as well as explanation of impacts on the project deliverables, costs/budgets, scope of works and quality of the project. Boroughs will need to coordinate and provide updates to TfL project Sponsors as and when changes relating to variations occur. Formal change control submissions to the Programme Board will be made by the TfL project sponsor. Further guidance will be provided to boroughs TfL as part of the confirmation of feasibility funding for projects.

Chapter Six: monitoring

Overview

6.1. There will be a strong emphasis on monitoring the projects and developing best practice. The Liveable Neighbourhoods programme will learn from past experience and track a number of indicators of success against the programme objectives to ensure that the impacts of Liveable Neighbourhoods interventions can be fully understood. This will inform decisions on targeting future investment, ensuring that experience on what works is built into the programme and that maximum value for the public is achieved.

6.2. Measures of success for the Liveable Neighbourhoods projects will primarily be based on the five outcomes and objectives identified in Table 1. It is however recognised that some factors such as mode shift and health benefits are difficult to evaluate. TfL is currently developing a set of measures for the combined Healthy Streets Portfolio. In the interim, TfL will work with boroughs on the development of measures for individual projects. Boroughs are encouraged to contact the relevant Lead Sponsor to discuss.

6.3. The Mayor's Transport Strategy describes the Mayor's aim for all Londoners to do the 20 minutes of active travel they need to stay healthy each day by 2041 and proposals of how this will be monitored and reported will need to form part of Liveable Neighbourhoods projects.

6.4. TfL will work with Boroughs to identify and collect data for robust monitoring of project outcomes. Funding for monitoring will form a part of a Liveable Neighbourhoods allocation from TfL. Boroughs should therefore work with TfL to identify the expected projects benefits, the measures of success and monitoring requirements. The estimated cost for monitoring should be included in the cost estimate provided in the bid to TfL. There should be a clear plan for post-implementation monitoring in place for the project for up to 3 years after its completion.

6.5. The conditions prior to a project should be recorded for comparative purposes, based on the project objectives and Key Performance Indicators (KPIs). Appropriate resources for monitoring and data collection for 'before and after' should therefore be identified in the bid.

6.6. The timetable for post implementation monitoring should take into account the need for 'bedding in time'. On the one hand, people may react relatively quickly to small changes in factors such as local area accessibility. On the other hand, people's behaviour may take longer to adapt to more significant changes to the

overall environmental quality of an area. Similarly, after a period of disruption during construction, it may take time for use of an area to return to its initial level. It is advisable that most monitoring is carried out at the same time of the year as baseline monitoring.

6.7. Photos can be taken before, after and during works to generate a record of the changes both physical and in the way people use the area.

6.8. As part of the Liveable Neighbourhoods programme, TfL will support boroughs monitoring requirements, either by undertaking surveys directly or by ensuring boroughs have sufficient resources to be able to complete the monitoring. This will enable TfL to compare different projects and gather information on the performance of the different mixes of interventions in each Liveable Neighbourhoods project. Table 5 below sets out proposed methods for monitoring on Liveable Neighbourhoods projects.

Table 5: Proposed methods for monitoring Liveable Neighbourhoods projects

Question	Method of measuring
Usage - How is project being used?	- Video surveys to analyse activities in the area.
Travel behaviour – Does the project contribute to modal shift and reductions in car use in favour of increased walking, cycling and public transport use?	- Walking activity – average number of daily walking trips - Cycling activity – average number of daily cycling trips and intercept surveys - Car activity – average number of car trips Intercept surveys to determine user change of activity - Increased public transport as measured by TfL data
Better places for everyone- Has the urban realm improved as a result of the project? Have a range of users, benefitted from the project?	- Better places / Healthy Streets survey - on-street surveys of pedestrian perceptions - Healthy Streets Check post implementation
Road Danger reduction – Have casualty and collision numbers reduced?	- Casualty data (ACCSTATS database)
Impact on other road users - Is there an impact on other road users?	- ibus journey time data

Question	Method of measuring
Economic benefits - Are there local economic impacts e.g. or businesses or town centres?	- Economic activity - Average £ spent daily in local shop/businesses
Air Quality - Has local air quality improved?	- Measures to be agreed on a project by project basis

6.9. Outputs from completed Liveable Neighbourhoods projects should be included in the borough's Annual report on interventions and outputs submitted to TfL for LIP funded individual projects or packages that are delivered during the course of the financial year. These reports are submitted each year. Further details will be set out in the relevant LIP guidance.

APPENDIX ONE:

Design Considerations for Liveable Neighbourhoods Projects

TfL Playbook

A1 TfL Playbook is a GIS based system developed by Transport for London, to provide the detail and location of the projects and programmes planned for the London road network over the next 10 years. It is intended to help facilitate collaboration amongst internal and external stakeholders. Playbook has also been released to nominated staff from the London Boroughs to share business information and assist with collaborative decision making.

B1 Playbook provides access to information about TfL's road investment programme and includes the details of projects such as the Cycle Superhighways, Safer junctions, Bus Priority projects and capital renewal programmes.

The system allows users to:

a. Visualise and query locations on a map
b. Complete spatial analysis to assist with decision making
c. Query TfL's planned road network investment activity according to specific dates using the time slider
d. Build, customise and share maps using TfL's data to assist with collaboration.

C1 When preparing Liveable Neighbourhoods applications, boroughs are encouraged to make use of Playbook to identify areas of planned TfL investment or locations of TfL projects in and around their proposed Liveable Neighbourhoods project. This will enable designers to determine where linkages and alignment of borough proposals with TfL works might add value to the proposed Liveable Neighbourhood project. For example, using Playbook to identify strategic cycle routes such as Quietways or Cycle Superhighways will allow designers to consider how best local cycle networks might integrate with those wider networks.

D1 Advice on the use of Playbook can be obtained from Fiona Clowes. Email playbook@tfl.gov.uk

TfL Bus Infrastructure and Operations

F1 In developing a Liveable Neighbourhood bid promotors must consider the impacts on bus services of their proposals. In order to increase the use of buses, it will be important to improve bus journey time to make travelling by bus more attractive. TfL welcomes and will actively support traffic management proposals that will improve bus journeys times and reliability.

G1 Improved access to bus facilities will also contribute to the increase in bus use and proposed measures should take account of access to the bus network in the vicinity of Liveable Neighbourhoods. This includes ensuring bus stops are fully accessible and that they are sited in locations that minimise walk distances between stops and station interchanges. It is also important to consider the needs of passengers to assemble around bus shelters, provision of seating and route information, and to ensure that any conflicts between the movement patterns of other users and the needs of bus passengers are considered and mitigated.

H1 Changes to the highway network should not compromise safe and accessible bus operations and in re-designing streets and re-allocating road space, care needs to be taken to ensure the effects on the bus network are positive in terms of journey time savings and reliability.

I1 If this is not possible, then designs should aim to not impact negatively on buses and the removal of existing bus priority measures should be avoided at all costs. If designs cannot achieve this, impacts should be offset through mitigations delivered elsewhere on the bus routes affected.

J1 Project designers should work with TfL's Bus Network Development and Bus Infrastructure and Bus Operations teams to ensure bus network and operational requirements are considered early in the designs. This will ensure Liveable Neighbourhood proposals support a high quality bus service and meet the objective of increasing bus use.

K1 Consultation with TfL London Buses should be arranged at an early stage to ensure the impact of proposals on bus operations is understood. As multiple parties are often involved, early engagement can ensure any concerns are dealt with and any opportunities taken to improve the existing network.

Freight

L1 Efficient freight and servicing activity is vital to the functioning of a vibrant area. Liveable Neighbourhoods projects should reduce the impact from freight operations and project

promoters should give due consideration to measures that reduce freight trips at the busiest time and reduce the number of deliveries required by motorised modes. Measures could consider how and where freight loading and service access is managed; reviewing outdated restrictions that are barriers to out of peak deliveries; introducing consolidation at source from collaborative procurement and/or urban micro-consolidation projects; releasing surplus land for efficient, safe and sustainable last mile deliveries, and ensuring that delivery and servicing is integrated into Liveable Neighbourhood projects.

M1 Including known freight operators and lobby groups in consultations to any planned changes to the highway will aid Boroughs to develop a project that will function in a meaningful way in the long term.

Behaviour Change

N1 Behaviour change initiatives are critical for delivery alongside any infrastructure and urban realm improvements. If we want to ensure that more people use the new cycling infrastructure, for example, we need to ensure all residents have access to cycle training. If we want more people to reduce their use of the car, we need to deliver programmes which encourage them to change mode for their commute and journey to school. These programmes range from educational resources, to training, to bespoke targeted campaigns and programmes. In order to deliver the Mayor's Transport Strategy, the boroughs will need to deliver complementary behaviour change initiatives to ensure success.

Such programme options include:

a. Cycle training: Bikeability Levels 1 & 2 for children in years 5 & 6 and Level 3 for secondary school pupils and Cycle Skills sessions for adults and family. Training levels have increased dramatically in recent years. As demand increases we need to ensure targets account for the growth.
b. Cycle parking: Parking should be provided to schools and on-street as part of the Healthy Routes programme delivery.
c. School travel: Schools should be encouraged to join the pan London STARS (Sustainable Travel Active Responsible Safe) programme. Schools should be encouraged to move up the project to Silver and Gold level where we see greater mode shift. The programme requires staff to liaise with schools and uses an on line tool (STARS Online at www.tfl.gov.uk/stars) to promote best practice and share what works. Over half of all London schools are now part of the STARS project and we are working to increase this to over 75% with average mode shift of 6% to meet our Healthy Routes objectives. Programmes offered by Sustrans and Living Streets can complement this overarching pan-London school travel programme.

d. Casualty reduction: provide road safety education for young people through in school training (i.e. pedestrian skills, young road user safer travel choice awareness, STARS road safety resources for schools; provide motorcycle skills training such as BikeSafe and 121 motorcycle skills.
e. Workplace travel: Local employer engagement, promoting existing Walking and Cycle Challenges; promoting existing TfL Workplace programmes (see below for details on programmes TfL can offer.
f. Hard to reach audiences: Promotion of Cycling Grants London, a grant project, Prudential RideLondon and Women's Tour or Tour of Britain and other cycling events to encourage new cyclists to try cycling; Promotion of led walks to encourage Londoners to walk more for leisure to lead to utility walking

O1 Transport for London offers a range of behaviour change resources, toolkits, best practice and programmes which boroughs can draw upon for further support. These tools and resources have been evaluated and demonstrate impact and value for money.

Programmes offered include:

a. Impacting the journey to school (or schools and young people programmes)
    i. Children's Traffic Club London: educational resource provided to all pre-schoolers in London via their nursery or early learning setting
    ii. STARS (Sustainable Travel: Active Responsible Safe): school travel accreditation project to reduce car use on the journey to school. We have toolkits, activity cards and best practice to make this happen and provide programmes like Junior Travel Ambassador
    iii. Safety & Citizenship project: offered to all Year 6 pupils to prepare for independent travel to secondary school
    iv. Youth Travel Ambassador: offered to all secondary schools for pupils to deliver campaigns to their peers to increase walking, to increase cycling, to promote road safety and encourage responsible behaviour on public transport
    v. Young road user: targeted at 16 – 18 year olds to encourage safer travel choices as they transition beyond secondary school, including Safe Drive Stay Alive

Impacting the commute to work (or business engagement programme)

a. Cycling Workplaces: TfL's award winning initiative to encourage employees to cycle as part of their commute (provides cycle training taster sessions and cycle parking stands)
b. Grey fleet: Grey fleets refer to personal cars used for work purposes and this programme will encourage businesses (including TfL) to reduce car usage by seeking alternative means of travel

c. Walking workplaces programme to encourage more commuters to walk the last leg of their journey

Impacting leisure and utility trips and engaging hard to reach communities (or community engagement programme)

a. Cycling Grants London - grants of up to £10,000 over three years will continue to be available via a bidding process to support London's diverse communities to cycle
b. Led walks programme: Encouraging walking by offering three guided walk weekends per annum with 40+ walks per weekend across London
c. Prudential RideLondon – a three day, world-class festival of cycling consisting of a free family ride in central London, opportunities to watch the world's best professional cyclists race and a 100 or 46-mile challenge ride for amateur cyclists. Last year, 100,000 people took to two wheels over the weekend.

Motorcycle safety interventions, including:

a. BikeSafe-London, ScooterSafe-London, skills sessions for those commuting by motorcycle and trialling a short online training course for riders before they undertake Compulsory Basic Training (CBT). These are delivered alongside working with the Metropolitan Police Service to deliver enforcement and roadside operations.

P1 TfL has produced a range of good practice guides to help local authorities, businesses and fleet operators make the most of the opportunities that reducing and retiming deliveries can offer. Local Authorities play a central role in enabling deliveries at different times. Our Retiming Deliveries Guide supports a collaborative approach to achieving efficient and safe deliveries in your borough.

Q1 TfL's Deliveries Reduction Fund offers business groups the opportunity, with their member businesses, to pioneer new ideas, exemplify best practice, and make a telling positive contribution to their community. The Fund aims to support initiatives and solutions which improve the efficiency of the road network, local air quality and road safety by reducing the number of delivery and servicing related trips, particularly during the busiest times of the day and reducing emissions from the vehicles used. It will also evaluate the effectiveness of different initiatives and solutions, capture and share achievements and lessons learned.

APPENDIX TWO

Expression of Interest form

Organisation name(s):	If the bid is a joint proposal, please enter the names of all participating organisations and specify the lead authority
Project manager responsible for delivering the Liveable Neighbourhood proposal and their contact details	The identity of the project manager that will lead of the delivery of the project should be given. If not yet known then provide details of the senior officer currently responsible for the project.
Person completing the submission and their contact details:	
Project Title:	The project name provided here should be consistent with the title used in the LIP Pro forma A.
What Financial Year is this application to be considered for?	Financial Year 20**/**
Is the Borough submitting any other Liveable Neighbourhoods applications?	If yes – give the name(s) of the other projects and their priority relative to this project.
Has this project been submitted before as a bid to TfL?	Yes/ No. If yes, summarise when it was submitted, the programme it was submitted to and the outcome
Strategic Location	Is the project in or close to a priority location i.e. significant development area?
Objectives	What is the impact of the project to its surrounding areas?
Strategic Alignment to the Mayor's Transport Strategy	Does the project support the Mayor's Transport Strategy Objectives; increase sustainable mode share, encourage more active and inclusive travel including public transport, improve road safety, reduce crime, reduce car dominance, improve freight efficiency?

Contact: Please send to Liveable Neighbourhoods inbox
(LiveableNeighbourhoods@tfl.gov.uk)

Liveable Neighbourhoods Bid Pro forma

Answer all questions in the application form. If the question does not apply to your project enter 'Not applicable' or 'N/a'.

By submitting this application you are confirming the following:

(a) The information supplied on this form is correct and complete at the time of the bid.
(b) The borough accepts the requirements set out in the Guidance for the submission of Liveable Neighbourhoods applications (May 2018) projects or any subsequent editions/updates

Broadly, the bid document (excluding appendices) should be a maximum of 20 pages.

The information provided in this pro forma should provide sufficient detail so as to give a complete overview of the project. It should contain enough qualitative and quantitative information to justify the need for investment, inform objective decision making by TfL and help boroughs and TfL to prioritise potential projects.

The blue text in this pro forma provides guidance on what information is sought in each section. This text can be deleted when completing the form

General Information

Organisation name(s):	If the bid is a joint proposal, please enter the names of all participating organisations and specify the lead authority
Project manager responsible for delivering the Liveable Neighbourhood proposal and their contact details	The identity of the project manager that will lead of the delivery of the project should be given. If not yet known then provide details of the senior officer currently responsible for the project.
Person completing the submission and their contact details:	
Project Title:	The project name provided here should be consistent with the title used in the LIP Pro forma A.
What Financial Year is this application to be considered for?	Financial Year 20**/**
Is the Borough submitting any other Liveable Neighbourhoods applications?	If yes – give the name(s) of the other projects and their priority relative to this project.
Has this project been submitted before as a bid to TfL?	Yes/ No. If yes, summarise when it was submitted, the programme it was submitted to and the outcome

Executive Summary

Please describe the project and its key drivers. This should provide a brief snapshot of the project.

Strategic Case

This is about demonstrating the need for an intervention and setting out the rationale for change. The questions that should be answered in this section are. What is the case for change? Why now? What is the opportunity to be made? What is wrong with the current situation?

A strategic site plan for the Liveable Neighbourhood bid should be submitted outlining:

- location and context of proposal with a walking/ cycling catchment area of 400m
- extent of study area to clearly identify scope of benefits to the surrounding area
- connections to all relevant existing/future developments and transport networks including timelines

Context

(a) Alignment to Mayor's Transport Strategy Priorities and Outcomes

Explain the extent to which the proposal contributes to the delivery of the Mayor's Transport Strategy vision and outcomes, and to the Liveable Neighbourhoods objectives (See Chapter Two of the guidance).

(b) Alignment to other Mayoral Strategies

Identify any other relevant Mayoral and TfL Strategies that this project supports and the extent to which this project aligns to them.

(c) Alignment to Borough Strategies and Policies

Summarise any relevant Borough Strategies or Policies that this project significantly contributes to.

Opportunity

Set out the opportunities the proposals make to deliver the Healthy Streets Approach. Identify how the project would contribute to providing alternatives to car use and discouraging unnecessary car trips in favour of increased walking and cycling levels and greater use of public transport.

Existing Situation

Describe the current situation i.e. where we are now, the problems, difficulties and inadequacies of the existing arrangements.in relation to delivering the Healthy Streets and Healthy people priorities. This pinpoints the difference between “where we are now” and “where we want to be”.

Potential Scope

Describe the proposal. Set out what is in scope (should be focussed on outcomes during bidding stage) and any exclusions – things that are purposefully out of scope in the options (particularity where there may be over lapping initiatives). If more than one option exists describe each option separately). Options could range from a minimum scope (essential or core elements) to a maximum (essential, plus desirable elements). If there is a preferred option ensure it is identified.

Constraints and Dependencies

This section is about constraints and dependencies that could potentially Dependencies are about delivery interfaces and how they are managed. This section should be is a high level summary. What are the constraints within which the project must operate? What are the dependencies that must be in place for the project to be a success?

Economic Case

The question that this section must answer is: What is the best public value solution? There are two sides to this - prove the option and prove the value for money. At the bid stage, this section should illustrate potential value for money of the proposed project.

Explanation of Costs:

Complete Table 3 below. Give an estimate and profile of the costs to develop the full project bid through design and delivery (build) and post implementation monitoring. The final sum will be agreed with TfL. The estimate for design should include for consultation and engagement throughout the development of the project as well as any traffic modelling. The estimate for implementation should be inclusive of materials, construction works, fees, and site supervision as well as 3rd party costs. Implementation costs should include any fees associated with taking forward a tendering exercise if required. Costs of the roll out of any associated behaviour change initiatives should be included. Where information is not available, please highlight as part of the bid.

Table 3 Costs

Financial Impact (Outturn £k)	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**Future years**	**TOTAL**
Project Management & fees							
Feasibility Design							
Concept Design							
Detailed Design							
Subtotal – Design & Fees							
Construction							
Other: - Utility Costs							
Other– 3rd party e.g. Traffic signals,							
Other - e.g. Traffic Orders, CPO	-	-	-	-	-		
Behaviour change Initiatives							
Subtotal – Implementation							
Monitoring – data collection 'before data'							
Monitoring – data collection 'after' data Year 1							
Monitoring – data collection 'after' data Year 2							
Monitoring – data collection 'after' data Year 3							

Sub Total – Monitoring							
Estimated Base cost							
Contingency							-
Estimated Final Cost	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Cost assumptions

Identify any assumptions / exclusions in the estimated project costs.

Risk

Complete Table 4 below. Give a brief overview of risk provision including main or notable risks that are likely to have the highest impact on successful delivery of the project and its outcomes. Add rows as appropriate

Table 4

Risk	**Likelihood**	**Impact**

Commercial Case

Indicate the likely procurement approaches to be taken for the design stage and subsequent implementation stage of the project. This is not expected to be detailed during bidding stage.

Financial Case

The question that this section must answer is: Is it affordable? This section shows how the project is proposed to be funded from TfL and third party budgets. Complete table 5 below. Identify the name of the funding source and if possible the profile of the funding and its status, e.g. confirmed, bid for etc. If there is a shortfall, then showing how this gap can be closed, is essential. Add rows to the table as appropriate.

Table 5

Funding Source (Outturn £k)	**Spend to date**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**TOTAL**	**STATUS**
External XXX								
External XXX								
External XXX								
Subtotal – External Funding								
TfL Liveable Neighbourhoods	-	-	-	-	-			
TfL XXX								
Subtotal – TfL Funding								
Council XXX								
Council XXX								
Subtotal – Council Funding								

Total Funding								
Surplus (Shortfall)								

Management Case

The question that this section must answer is: Is it achievable?

Complete table 6 below Identify the start and end date and duration for each of the milestones requested below

Table 6

Milestone	Start date	End date	Duration (months)	Comments where applicable
Feasibility Design				
Concept Design				
Detailed Design				
Implementation/ Construction				
Project Completion				
Post Implementation Monitoring				

Measures of Success / Benefit Realisation

Complete Table 7 below. The main requirement in this section is to summarise the easy to measure benefit realisation measures data that will be used to gauge the success of the project. The Mayor's Transport Strategy describes the Mayor's aim for all Londoners to do the 20 minutes of active travel each day by 2041. Boroughs should consider in their applications of how this will be monitored and reported.

Table 7

Liveable Neighbourhood Objective	Measure of Success	Measure / Baseline / Expected Value

Engagement

Summarise here the likely local support for the project and how the borough will work with communities to develop support. Who are the stakeholders that they need to engage with and the needs, requirements and aspirations of the local community.

Summarise any engagement activity that has been undertaken as part of the development of the bid

.

- Statutory – Including any TfL Stakeholders

- External – Residents, Businesses, Community Groups or other organisations representing end users

Other Information

Table 8

Any other initiatives TfL, GLA, or other that are likely to be active in the area of the project:	Identify any other initiatives that are likely to be active in the area of the project during its design and construction which may be complementary but not part this this project. Examples might include: - Other LIP projects - TfL cycling infrastructure investment including, Quiet ways or Cycle Grid projects - Growth Fund projects
Is the project on or does it affect the Strategic Road Network (SRN) or the Transport for London Road Network (TLRN)?	
Does the project impact TfL services, infrastructure or assets:	Advise if TfL services, (e.g. bus routes,) infrastructure (e.g. LUL station buildings) or assets (e.g. bus stops or traffic signals) are impacted by the project. Where relevant refer to the site audit undertaken
Identify any 3rd party statutory approvals are required	An example of an approval requirement would be Environment Agency approval and example of a consent requirement is ' Listed Building consent,

Road Danger Reduction Statement

Project name:

Collision data: The latest 36 months data to (give date) shows that there have been a total of (give number) collisions within and on the boundary of the proposed Liveable Neighbourhood. These collisions involved the following:

Table 9

12 month period	All	KSI	Pedestrians	Pedal cycles	P2W	Right turn	Dark	Wet
Total*								

* Note: There will be double counting of collisions if for instance a pedestrian was involved in a collision with a pedal cyclist.

Road Danger reduction statement for bid

Summarise the road danger reduction proposals

(Please complete in less than 400 words during bidding stage) Information to be referenced in the Statement

The collision analysis and plot (provide details of the types of collisions occurring and/or any patterns).

The number of collisions, where a person was killed or seriously injured have (Identifying the trend (increase / decrease / unchanged) over this three year period.

Reference the general types of treatment proposed, e.g. provision of pedestrian crossings, banned right turns, improvements to street lighting etc. Identify how the design proposes to address collision patterns / issues in order to reduce casualties in line with the Mayor's Transport Strategy.

Consideration should also be given to the objectives of the project, such as encouraging increased levels in walking and/or cycling and what mitigating measures may need to be introduced to ensure that the road danger will not increase for these modes.

Crime and Security Statement

Notes for completing this section

An awareness of current crime reduction philosophies, including Crime Prevention through Environment Design (CPTED), is required for persons completing this statement. In order to ensure these principles are embedded in the design from the outset, please contact the Carl Horsman (Telephone: 020 3054 2912, Email: Carl.Horsman@tfl.gov.uk).

1. The Statement should be produced after this conversation has occurred and submitted with the Liveable Neighbourhoods funding application
2. The area being considered should accord with the area identified in the Liveable Neighbourhood bid. A plan showing the boundary of the area described in the Statement can be provided.

Project name:

Crime and Security Statement

(Please complete in less than 400 words during bidding stage)
This should provide a brief statement setting out the current crime and disorder problems affecting the area. The statement should focus the following issues:
(1) What is the police's overall view of crime in the study area? What types of crime occur and are there potential for 'designing out crime'?
(2) Are there particular areas or issues that require attention (wherever possible based on the identification of hotspots)?
(3) How does the project fit into the borough's Crime & Disorder Reduction Plan?

Freight

Summarise the freight trip reduction proposals

(Please complete in less than 400 words during bidding stage)
Show traffic flows for the area affected by the project for both HGVs and LGVs showing daily and morning peak volumes (by sector if possible). Also all traffic volumes entering, exiting the area
Show the major routes used by freight and when freight traffic flow along those routes is highest
Show regulatory restrictions and other constraints facing deliveries and servicing and how these will be overcome
In your submission describe access restrictions, protocols and standards being considered and whether / how mode shift opportunities will be promoted. Also describe how / whether the project promotes increased levels of walking and/or cycling
Show how the project will take loading and unloading activities into consideration
Show how actions will reduce trips (now much by when) in line with the Mayor's Transport Strategy and what the future aspiration could be. Describe how the project

Submission Checklist

Use the following checklist to confirm that the required documents have been provided as part of this bid			
#	**Item**	**Included (Y/N)**	**Comment**
1	Completed Liveable Neighbourhoods Pro forma		
2	Strategic site plan Inc. location, boundary and land use		
3	Healthy Streets check		
4	Plans(s) highlighting the proposed interventions		
5	Site audit		
6	Road danger reduction statement **and** collision plot		
7	Crime reduction statement		
8	Freight reduction proposals		
9	Statement of support from the Borough		
10	Summary of behaviour change initiatives		

APPENDIX THREE:

Sources of Information

Guidance	Details & link
Mayor's Transport Strategy 2018	https://tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/the-mayors-transport-strategy
Guidance on developing the third Local Implementation Plans	https://tfl.gov.uk/info-for/boroughs/local-implementation-plans#on-this-page-2
Healthy Streets for London	https://www.london.gov.uk/what-we-do/health/transport-and-health/healthy-streets-london
Walking Delivery Plan	Due to be published later in 2018
Cycling Delivery Plan	Due to be published later 2018
Freight Action Plan	Due to be published later in 2018
LIP Finance and Reporting Guidance	http://content.tfl.gov.uk/lip-finance-guidance-15.pdf
TfL website -cycling	https://tfl.gov.uk/modes/cycling/
TfL website-walking	https://tfl.gov.uk/modes/walking/
Analysis of cycling potential	http://content.tfl.gov.uk/analysis-of-cycling-potential-2016.pdf
Strategic Cycle analysis	http://content.tfl.gov.uk/strategic-cycling-analysis.pdf
Design Guidance	https://tfl.gov.uk/corporate/publications-and-reports/streets-toolkit
Pedestrian comfort guidance	https://tfl.gov.uk/corporate/about-tfl/what-we-do/walking
Healthy Streets Check	https://tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/healthy-streets
TfL Road Safety Audit procedure	http://content.tfl.gov.uk/tfl-road-safety-audit-procedure-may-2014-sqa-0170.pdf
Vision Zero for London Plan	Due to be published later in 2018
20mph Toolkit	Due to be published later in 2018
Efficient deliveries toolkits & Deliveries Reduction Fund for Business Groups	www.tfl.gov.uk/efficientdeliveries

APPENDIX FOUR:

TfL Network Sponsorship team contacts

Name	Title	Contact email	For queries regarding
Penny Rees	Head of Networks Sponsorship	PennyRees@tfl.gov.uk	
Hassan Mohamad	Liveable Neighbourhoods Portfolio Sponsor	HassanMohamad@tfl.gov.uk	General Liveable Neighbourhoods Guidance
Harun Khan	Lead Sponsor	Harun.Khan@tfl.gov.uk	North and West Region
Zoe Vidion	Lead Sponsor	ZoeVidion@tfl.co.uk	South Region
Julie Clark	Lead Sponsor	Julieclark@tfl.gov.uk	East Region
Rob Edwards	Lead Sponsor	Rob.Edwards@tfl.gov.uk	Central 1 Region
David McKenna	Lead Sponsor	David.McKenna@tfl.gov.uk	Central 2 Region