



Summary and recommendations

RTF's main conclusions

This report has set out the RTF's deliberations from the past year and its overall conclusions

To summarise:

- Record ridership is being seen across all parts of London's public transport network as its population grows. It is vital that the wider strategy to increase the capacity and quality of public transport continues. This is essential to help underpin the sustainable growth of London as well as being part of the solution to the growing challenges on the city's roads and streets

London's population growth is equivalent to adding another seven boroughs to the city.

- London's streets and roads also need a coherent and long-term strategy. It is time to accept that the current 'ad hoc' approach, where decisions are made on a piecemeal basis, is not fit for purpose. It cannot just be about individual places and schemes, but about a wider and more ambitious plan for London's streets and road network to deliver city-wide change
- The quality and performance of roads, streets and places can have a transformative effect on economic efficiency, vitality and success. Increasingly place-making and quality of life are essential features of London's competitive strength, alongside efficient movement



- The response to the challenges facing London cannot merely continue at the scale and pace to date. If London's streets and road network are to meet present demands and the future requirements of nearly two million new residents, the rate at which London's streets are improved must increase
- For example, there are more than 200 town centres identified in the London Plan. With the current rate of about six or seven substantial schemes added to the programme each year, it will take nearly 40 years to improve all of them. Similarly, the corridor improvement programme for the TLRN has identified 2,000 worthwhile improvements that ideally would be made in the

short-term to improve journey time reliability. However, at the current rate of about 150 improvements per year, this will take at least 13 years to achieve. Meanwhile, 19 per cent of London's roads currently have a 20mph speed limit, which has taken more than 10 years to achieve

- The RTF recognises the importance of supporting the increasingly diverse functions of London's streets and road network. These are moving, living, unlocking, functioning, protecting and sustaining. There is growing competition within the functions as well as between them. All of these are important to the future success of the Capital



- The RTF's ambition is to help deliver a better and more competitive London by ensuring better places for people, an enhanced quality of life and transforming conditions for more sustainable modes, while also tackling congestion and supporting the continued movement of goods, services and people around the Capital. And, in doing so, ensuring a safer and cleaner, greener city
- This vision will deliver benefits overall for different users, but the function of certain types of streets and the intensity of different demands will not allow for all users to have their needs fully satisfied everywhere at the same time. Street-types will provide a framework for helping to make trade-offs in particular locations between and within the different functions
- The RTF has set out an ambitious vision for improvements in different areas across London, reflecting their local aspirations and characteristics
- This needs to be integrated with a wider strategy and mitigations, otherwise changes locally would cumulatively be at the expense of the overall functioning of London's road network
- A starting point must be better management and maintenance of these vital assets, and new approaches to reflect best practice from around the world. The approach must also support access in different ways – continuing the shift London has achieved to public transport, walking and cycling. New technologies, innovation and

more flexible use of road space can help manage the road network better than ever before and squeeze more out of the existing system

- However, there is also a need for more strategic interventions. Only with a combined package of demand management, measures to provide new space for city life, more sustainable modes and maintaining motor vehicular capacity, can the vision for better places (for example, gyratory removal), safer streets, more cycling and walking, as well as tackling reliability and congestion be achieved overall
- The RTF believes that all the elements of the strategy are essential – just cherry picking the 'easy' bits won't work. But clearly the detailed nature of individual schemes will need proper development and assessment – and various aspects of further work have been recommended
- This will require enhanced delivery and engagement processes – it is no use having the right strategy if it can't be delivered properly. It will also require a major and sustained investment programme – unprecedented in recent years for roads and streets, but achieved for rail
- Technology should be a core element, not simply in intelligent transport solutions. London should be at the forefront of technology use in taking forward the recommendations of the RTF. Each project or intervention must consider how technology can be used to improve quality, reduce cost,

enhance community involvement, transform communication, manage projects and accelerate delivery timescales

- This report must form the basis for a more ambitious approach which shows to investors, business, developers and Londoners that the Capital is serious about planning for its future and is willing to make bold decisions for the benefit of the city, Londoners and the UK

'Cities embody political decisions made by their designers.'
Mark Zuckerman, 2011

Recommendations and next steps

The RTF has set out its vision and ambition to make London's roads and streets world class and fit for the future in a growing, successful and internationally competitive world city

These conclusions summarise the key 'anchor' points for the strategy. Below are the 10 high level recommendations to help deliver it.

Delivering this vision will require the Mayor and central government to commit to and support a long-term programme of action and investment for London's street and road network. This is as important for the economy

Delivering this vision will require the Mayor and Government to commit to and support a long-term programme of action and investment.

and London's competitive strength as having a long-term programme for rail and Tube networks.

The programme will involve the London boroughs and the City Corporation as well as TfL, and it will demand that all these authorities change both what they do and how they do it.

While the vision covers 20 years, there are many short-term actions – pilots, experiments, studies, and straightforward implementation of low-cost measures – that can and should be taken now. This will demonstrate commitment to the vision, test some of the ideas and give confidence to those seeking assurance that the key challenges are being tackled.



In commending this report to the Mayor, the RTF has asked TfL to demonstrate how the vision, ideas and proposals in this report can be progressed, and to explain what can be implemented in the short (to 2016), medium (to 2021) and long-term (beyond 2021).

The RTF recommends that:

1. The Mayor endorses the vision set out in this report as necessary to support London's future competitiveness and makes the case to central government for a far greater investment programme in London's streets and roads – reflecting their fundamental role in London's success. At least £30bn over the next 20 years is needed (a comparable level of investment to that made in the vital public transport networks), (see pages 194 to 195)
2. The Mayor adopts the core principle that the strategy must deliver overall against all three aims: delivering better, active and inclusive places and new city destinations; transforming conditions for walking, cycling and public transport; and maintaining an efficient road network for movement and access (see page 20)
3. The Mayor accepts the need to be even bolder to achieve this ambition. While the MTS provides an enabling framework, he must go faster and further with particular measures and make use of tools that have not been fully applied, including both demand management and new/improved infrastructure (see page 154). The Mayor must also recognise that this will entail



making choices in particular locations – it will not be possible to cater fully or equally for everyone, everywhere, at the same time (see page 87)

4. TfL, working with boroughs and other stakeholders, should undertake initial feasibility studies into the potential for applying the strategic measures as set out in Table 1, section 3. Initial studies should be completed by the end of 2014. In the interim, a plan for the Inner Ring Road must be developed as a matter of urgency given the cumulative development pressures

5. The Mayor must ensure that TfL and other organisations involved in the management and planning of streets have a fit-for-purpose culture, governance and resources to deliver this vision. This will require changes to be made to how things are done, as well as what is done. The approach must also be better integrated with planning and regeneration policy (see pages 135 to 137)
6. TfL and the boroughs adopt and implement the new London street family and street-types approach as an aid to their planning and work with stakeholders (see page 99). An agreed framework,

key performance standards and designation of an initial set of roads should be completed before the end of 2014. From April 2014, any scheme being put forward by TfL or boroughs should reflect this approach, and ahead of this there should be early piloting of street-types with boroughs keen to adopt this framework

7. TfL and the boroughs implement measures from across the different toolbox compartments (as set out in Table 1). This should include a strong focus on innovation and trialling new approaches. The Mayor should seek applications from boroughs to pilot some of the innovative measures, supported by the establishment of an innovation fund with the aim of starting five pilot schemes by the end of 2014. TfL should set out a list of regulatory changes (for DfT and other government departments) to overcome existing barriers – linking with the Government’s red tape challenge (see pages 209 to 213)
8. TfL should establish and promote London as a world leader in traffic and road network management, and more widely in ‘smart’ city mobility management and planning. This should use cutting-edge cooperative technology, make use of new data sources, and communicate with road users in real time and in new ways to deliver benefits for reliability, customer experience, safety and the environment (see page 116)

9. TfL should enhance its evaluation of schemes and monitoring of what is happening on the road network. TfL and the boroughs should compile performance indicators, building on existing measures, across the six functions of roads and streets (see Annex 1). This should include monitoring of both wider network conditions and the impacts of specific interventions designed to deliver the vision. There should be an annual review of progress against the aims and recommendations set out in this report
10. The Mayor should promote this vision and start a wider programme of engagement with Londoners and stakeholders (representing all interests) about the future of London’s roads and streets. This should include new exciting ways of engaging and involving people, as well as increasing understanding about the challenges, trade-offs and the need for action

The following table summarises some of the particular measures that the RTF is recommending to be implemented, trialled or further developed by TfL and the boroughs over the next 20 years. This highlights which toolbox compartment they are from and the key functions they would support.

Some of these are tried and tested measures and a continuation of existing measures – albeit rolled out more widely or applied more intensively. Others involve newer ideas and technologies. In parallel is the need to develop and assess some of the potential longer-term measures in more detail, implement better processes and link into wider policy and planning frameworks.

The periods cover:

- **Short-term** – to 2016
- **Medium-term** – to 2021
- **Long-term** – beyond 2021

Some programmes, for example to tackle key pinchpoints on the network, can start in the short-term but the programme should continue ensuring that all relevant locations are addressed. The time periods are an indication of when it could be expected that significant work should be well under way.

This list is clearly not exhaustive, but provides a flavour of the mix of measures needed to deliver the vision.

Key: Functions

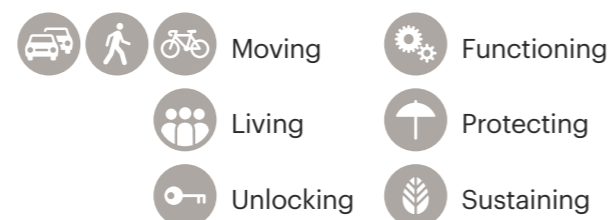


Table 1

Tried and tested interventions

Short-term	Short to medium-term	Medium-term
<p>Programme of ‘fun streets’ including more VIP days and weekend closures of the Embankment.</p> <p>Compartment 2: Making more efficient and flexible use of space</p> <p>Roll-out of signal optimisation across the wider network, to improve operation, reliability and increase capacity at junctions.</p>	<p>Roll-out of green infrastructure, such as low-noise materials and greening to mitigate air quality and noise impacts of motorised traffic.</p> <p>Compartment 1: Infrastructure and assets fit for the future</p> <p>Delivery of enhanced cycling infrastructure and environment to achieve the Mayor’s Vision for Cycling.</p>	<p>Additional bus priority and transit schemes to enable growth of public transport use and support new developments.</p> <p>Compartment 2: Making more efficient and flexible use of space</p> <p>Roll-out of pedestrian sensors at crossings.</p>
<p>Compartment 3: Intelligent systems and management</p> <p>Focusing parking and traffic enforcement to address congestion hot spots specifically.</p>	<p>Compartment 2: Making more efficient and flexible use of space</p> <p>Programme of better streets schemes and public realm/space improvements across London.</p>	<p>Compartment 3: Intelligent systems and management</p> <p>Potential new pedestrian and cycle-only bridges eg central London garden bridge, Vauxhall Nine Elms Battersea bridge.</p>
<p>Compartment 3: Intelligent systems and management</p> <p>Development of car-lite planning framework.</p>	<p>Compartment 2: Making more efficient and flexible use of space</p> <p>Programme of smaller scale schemes to address known congestion pinch points across London to relieve congestion.</p>	<p>Compartment 5: Substitute, re-located or enhanced capacity</p> <p>Programme of schemes to redesign major gyratories across London to transform local environments (linked with wider network-mitigation measures).</p>
<p>Compartment 4: Changing behaviour/managing demand</p> <p>Programme of travel demand management building on experience from the 2012 Games and using enhanced analysis of potential.</p>	<p>Compartment 5: Substitute, re-located or enhanced capacity</p> <p>Programme of larger schemes to tackle priority junctions across London to relieve congestion.</p>	<p>Compartment 2: Making more efficient and flexible use of space</p> <p>Programme of schemes to redesign spaces at iconic locations to transform local environments.</p>
<p>Compartment 4: Changing behaviour/managing demand</p>	<p>Compartment 5: Substitute, re-located or enhanced capacity</p>	<p>Compartment 2: Making more efficient and flexible use of space</p>

Trials and innovation

Short-term

Trial of new road layouts using temporary traffic infrastructure, such as cones and plastic barriers, to assess traffic impacts and suitability of projects before permanent instatement.

Compartment 1: Infrastructure and assets fit for the future



Roll-out of innovative measures to minimise disruption from roadworks eg micro-surgery, quick cure concrete, plating.

Compartment 1: Infrastructure and assets fit for the future



Trial of Poynton-style scheme in a London borough to test innovative junction design through shared space approach.

Compartment 2: Making more efficient and flexible use of space



Introduction of 20mph limit across central London to improve safety, attractiveness and ambience and full evaluation of impacts.

Compartment 2: Making more efficient and flexible use of space



Trial and roll-out of innovative cycling infrastructure including low-aspect signals for cyclists and semi-segregation.

Compartment 2: Making more efficient and flexible use of space



Trial of 'elastic streets': local projects using low-cost, temporary infrastructure such as planters to create new spaces.

Compartment 2: Making more efficient and flexible use of space



Trial of tidal flow lanes using LED lighting to improve reliability and operation of the strategic network.

Compartment 3: Intelligent systems and management



Structured series of trials in different boroughs to analyse delivery and servicing issues, review the regulations affecting this and test out different measures to improve conditions and shift to out-of-hours.

Compartment 4: Changing behaviour/managing demand



Short to medium-term

Trial of new street furniture and materials eg iceberg bins, photo-luminescent paint, solar powered infrastructure and interactive bus stops.

Compartment 1: Infrastructure and assets fit for the future



Pilot scheme to shift freight journeys from vans to powered two-wheelers and bicycles to reduce the impacts of freight.

Compartment 4: Changing behaviour/managing demand



Assessment of active network management, using smart signalling, to enable better management of outcomes in central London (2012 Games-style traffic management).

Compartment 4: Changing behaviour/managing demand



Medium-term

Roll-out of London zero-emission taxi to improve air quality and trial of electric induction charging for buses and other vehicles.

Compartment 1: Infrastructure and assets fit for the future



Extension of lane rental to cover borough roads and footways in areas of high pedestrian demand and value, such as the West End.

Compartment 1: Infrastructure and assets fit for the future



Establishment of a London centre of excellence for smart network management and sharing of expertise.

Compartment 3: Intelligent systems and management



Trial of incentive scheme to encourage more out-of-peak travel to reduce the demand in the peak periods and assess the effectiveness of different interventions.

Compartment 4: Changing behaviour/managing demand



Feasibility studies for more strategic interventions

Potential implementation over medium to long-term

2013

Develop a programme of targeted interventions in priority growth areas to unlock potential for new homes and jobs.

Compartment 5: Substitute, re-located or enhanced capacity



2014

TfL, boroughs and industry to develop proposal for central London out-of-hours freight access to relieve congestion and help improve safety.

Compartment 4: Changing behaviour/managing demand



Review of possible locations for roofing over major roads, to minimise motorised traffic impacts, enable development and reduce community severance.

Compartment 5: Substitute, re-located or enhanced capacity



Initial feasibility studies of potential for flyunders at pinch points to relieve congestion hot spots.

Compartment 5: Substitute, re-located or enhanced capacity



Initial feasibility study of potential for tunnelling to remove 'strategic' traffic from surface and free-up space for other uses.

Compartment 5: Substitute, re-located or enhanced capacity



2015

Development of Ultra-Low Emission Zone in central London to improve air quality, and reduce CO₂ emissions and noise.

Compartment 1: Infrastructure and assets fit for the future



Medium-term

Development of freight consolidation models for London and identification of zones with high potential to support smarter management of freight.

Compartment 4: Changing behaviour/managing demand



Delivery, processes and funding

Now

Lobby for changes to legislation/regulation to support innovation eg extension of lane rental to footways and borough roads, average speed cameras, low-aspect signals.

Development of an enhanced monitoring and evaluation programme to better understand the impacts and benefits of different sorts of tools/interventions.

Review of TfL governance processes, delivery mechanisms and interfaces with boroughs and developers, including new and improved information, guidance and targets on the TfL website.

2013/14

Feed into London Plan revision to link findings of the RTF to land use planning policy.

Consider use of Community Infrastructure Levy (CIL) and review CIL charging schedules to support delivery of the aims set out in the RTF report.

2014

Roll-out of training/support programme within TfL and with boroughs and practitioners to ensure wide uptake of proposed new street-types framework.

Mayor to establish innovation pot that boroughs/developers/community groups can bid for funding to undertake trials of low-cost and innovative interventions.

2014

Review and classification of London roads into street-types.

Review of suitability of different models for funding investment in roads, including feasibility of a London vignette and tolled new infrastructure.

Development of a 20-year investment plan for London's roads and streets including identification of priority locations plus a pipeline of projects (both funded and unfunded).

Short to medium-term

Reflect the key proposals in the RTF report in Local Development Frameworks, including the link between street-types and planning/development proposals.

A call to action

Given the uncompromising nature of global competition, there is no time to lose

In summary, delivering world-class streets and roads for London which are fit for the future will require:

- A clear vision for what is needed from roads in London
- A strategic framework (local and network):
 - For helping to make trade-offs for different streets and locations
 - To assess and support network/city-wide outcomes
- A toolbox of interventions including local and strategic measures
- A strategy for bringing this together overall and in different locations

‘There are risks and costs to action. But they are far less than the long-range risks of comfortable inaction.’
John F Kennedy

- A better way of planning and delivering schemes with improved processes
- A major and sustained programme of investment

This report has set out these different requirements – the RTF now hopes and expects that those responsible, including the Mayor, central government, TfL, the boroughs and a range of stakeholders will commit to the action needed to deliver this vision.

The RTF will continue to review progress and implementation of its recommendations to ensure that London gets the streets and road network it needs to maintain its position as one of the most competitive and attractive cities in the world.

