

4. Performance Management and Monitoring

4.1 Introduction

4.1.1 This chapter sets out the performance management and monitoring arrangements for the LIP. This is an essential element of the LIP process and will contribute to understanding progress in delivering the borough's objectives and, ultimately, the MTS outcomes.

Chapter 4 sets out:

- The targets and trajectories for the overarching MTS mode-share aim and nine outcome indicators (**section 4.2**);
- A summary of the systems in place for monitoring and reporting progress of the delivery indicators and targets (**section 4.3**).

4.2 LIP Indicators and Targets

4.2.1 The following section provides information on the LIP outcome indicators for which targets have been set. It includes details of the target value and date by which each target is to be reached, along with a summary of the actions needed and risks to achieve the targets. The indicators/targets are summarised in **Table 4.1**.

Overarching mode share aim – changing the transport mix

4.2.2 A key aim of the MTS is for 80% of all journeys to be made by active, efficient and sustainable modes – public transport, walking and cycling - by 2041. In recognition of this, boroughs have been set ambitious targets to increase walking, cycling and public transport mode share over this period.

4.2.3 Figures for Barking and Dagenham reveal that currently 55% of average daily trips are made by walking, cycling and public transport. Our targets for sustainable mode share are 57% by 2021 and 72% by 2041 (see **Figure 4.1**).

4.2.4 As set out in **Chapter 3**, a variety of public transport initiatives; cycling and walking schemes; 'behaviour change' initiatives; traffic management/reduction measures; and highways and public realm enhancements will inform our approach to increase the proportion of travel by these modes. This in turn will help us achieve our LIP priorities of promoting healthy, sustainable travel and creating better streets and places and our Borough Manifesto priorities of improving health and wellbeing and improving the environment.

4.2.5 Achieving an increase in walking, cycling and public transport mode share is dependent on successful partnerships with a range of stakeholders, including

schools, residents, businesses and developers. We will also need to understand better the factors that influence travel mode.

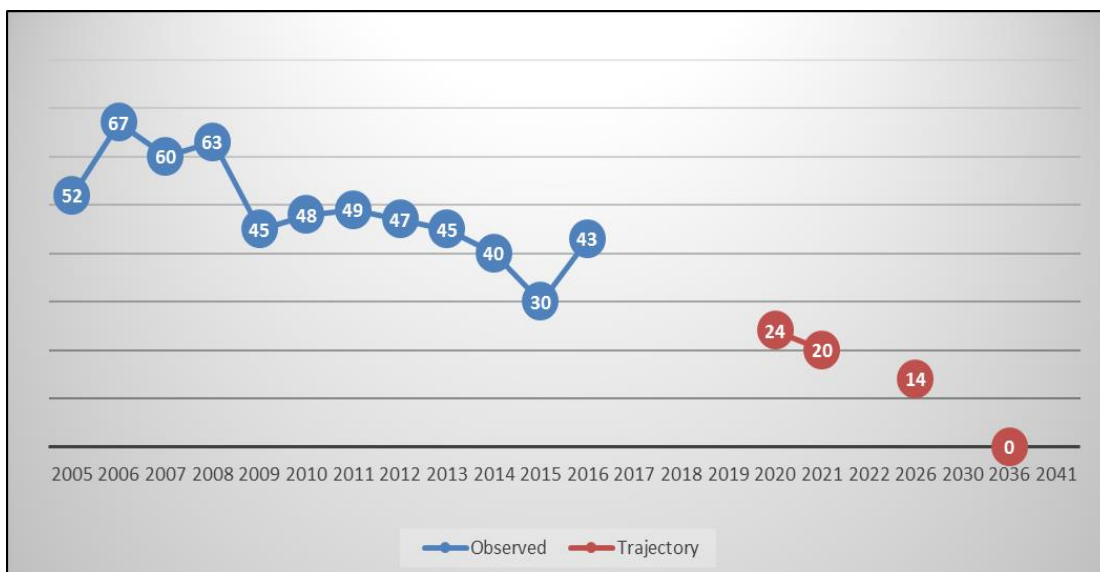
Figure 4.1: Borough Walking, cycling and public transport % mode share



Healthy Streets and healthy people

- 4.2.6 Reducing casualties is at the heart of the Mayor’s policies on road safety, and the number of people killed or seriously injured on London’s roads continues on a downward trend. However, it is clear that more still needs to be done.
- 4.2.7 In line with the Mayor of London’s ‘Vision Zero’ approach – which seeks to eliminate deaths and serious injuries from all road collisions across London (Outcome 2), Barking and Dagenham has been set a target of zero killed and seriously injured (KSI) casualties by 2041 (see **Figure 4.2**).

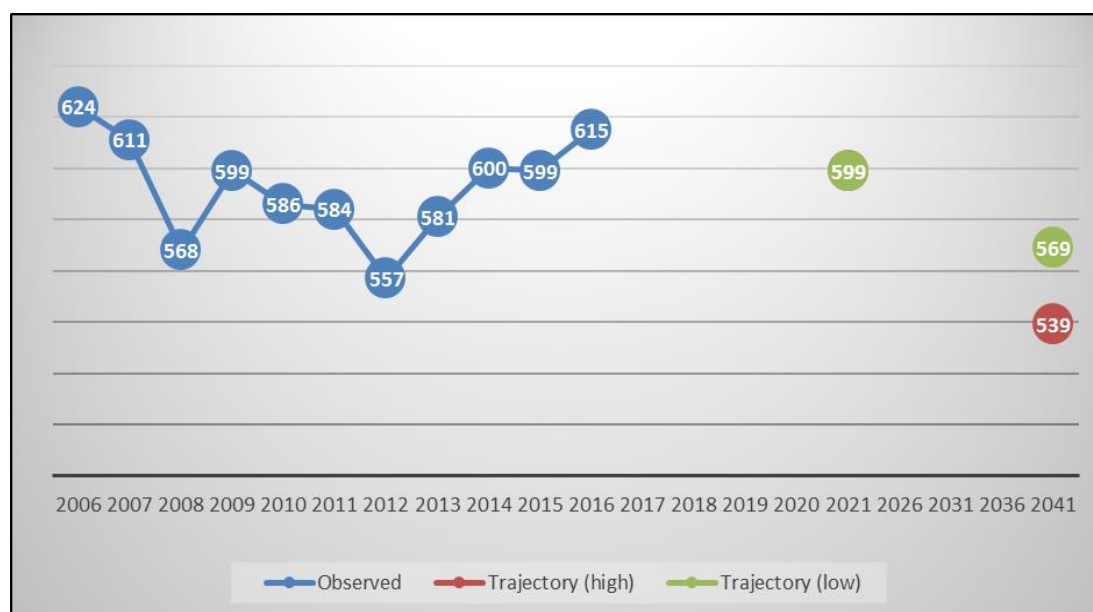
Figure 4.2: Borough Killed and seriously injured (KSI) casualties



4.2.8 The Mayor has also set the borough ambitious targets against a range of other 'Healthy Streets' outcomes, including achieving by 2041:

- An increase in the percentage of people doing at least 20 minutes of active travel a day (MTS Outcome 1a);
- A 5-10% reduction in the volume of traffic on our roads (MTS Outcome 3a) (see **Figure 4.3**);
- A reduction in CO₂, NO_x, and particulate emissions (MTS Outcomes 4a–4d).

Figure 4.3: Borough traffic volumes – annual vehicle kms (millions)



4.2.9 As set out in **Chapter 3**, a variety of public transport initiatives; cycling and walking schemes; 'behaviour change' initiatives; traffic management/reduction measures; and highways and public realm enhancements will inform our approach to delivering these MTS outcomes. This in turn will help us achieve our LIP priorities of improving safety and security; promoting healthy, sustainable travel; and creating better streets and places and our Borough Manifesto priorities of improving safety; improving health and wellbeing; and improving the environment.

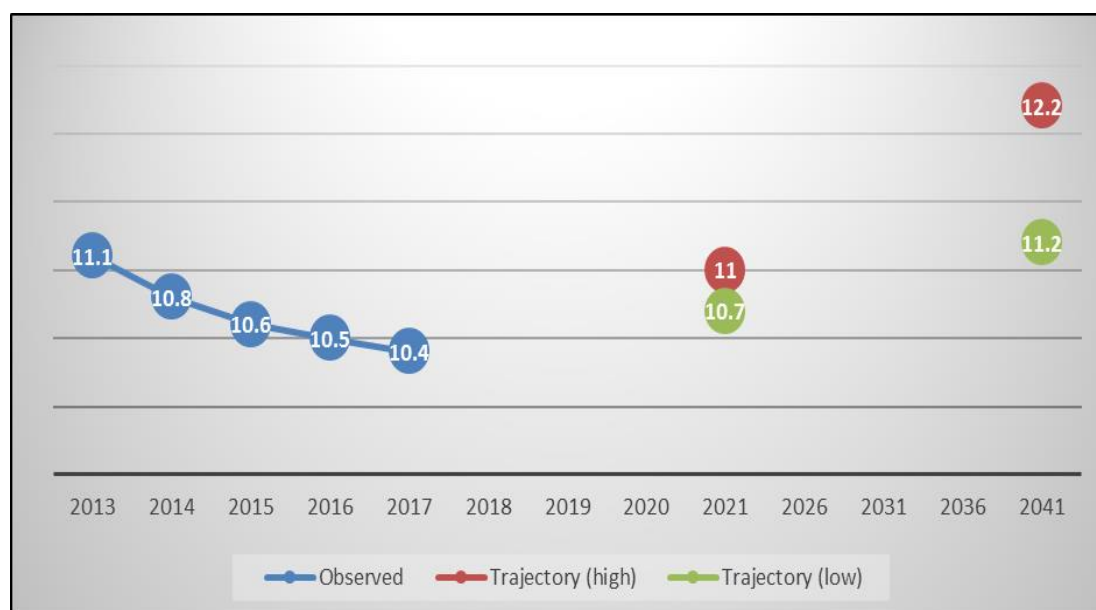
4.2.10 The main factor that could influence whether we achieve our casualty, traffic and emissions reduction targets is the accuracy of the data recorded. The ability of TfL to reduce casualties, traffic levels and emissions on the TLRN will also determine whether or not we meet our targets.

A good public transport experience

4.2.11 Providing a good public transport experience is one of the Mayor's key priorities. Improving public transport reliability, particularly on the bus network, is one of the ways to achieve this and boroughs have been set targets to

increase average bus speeds by between 5% and 15% by 2041 (Outcome 7). Average bus speeds in Barking and Dagenham are currently 10.6 mph. The aim is to achieve an increase in speeds to between 11.2 mph (based on a 5% increase) and 12.2 mph (a 15% increase) by 2041 (see **Figure 4.4**). The Mayor has also set the borough ambitious targets against two other public transport outcomes – increasing public transport use (Outcome 5) and making public transport safe, affordable and accessible to all (Outcome 6).

Figure 4.4: Borough average bus speeds (mph)



4.2.12 As set out in **Chapter 3**, a number of public transport initiatives; traffic management/reduction measures; highways and public realm enhancements and ‘behaviour change’ initiatives will inform our approach to delivering these MTS outcomes. This in turn will help us achieve our LIP priorities of connecting people and places; and promoting healthy, sustainable travel and our Borough Manifesto priority of improving the environment.

4.2.13 The main threats to our ability to increase bus speeds and improve bus service reliability include rising traffic levels, particularly along roads where congestion is sensitive to small increases; and the location and duration of road closures by statutory undertakers for the repair/upgrade of utilities. Where these problems occur along roads which fall outside the borough’s control (e.g. the TLRN, neighbouring borough roads), this has the potential to further impact on service reliability. As such a ‘whole corridor’ approach to improving bus service reliability, in partnership with TfL and neighbouring boroughs, is required.

New jobs and homes

4.2.14 There are no indicators or targets set for the two outcomes under the MTS priority for delivering new jobs and homes.

Local targets

4.2.15 The Council has the option to set and monitor its own local targets for a number of MTS delivery indicators if required. Owing to pressures on resources, the decision has been taken not to set any at this stage. However, this will be kept under review and we will consider setting locally specific targets for a number of indicators during the course of this LIP. **Table 4.2** details the potential local targets for inclusion in the LIP.

4.3 Performance and Monitoring

4.3.1 The processes involved in performance management of the LIP targets are similar to that for the Delivery Plan and Programme of Investment (**see chapter 3, section 3.5**). It comprises a clearly defined processes to monitor target progress and methods to identify and manage the risks to targets. Monitoring of each indicator/target will be coordinated by the LIP Programme Manager, who will report progress to TfL using Proforma C each year.

4.3.2 As with the Delivery Programme, the principal risks associated with the delivery of the LIP targets include the quality of the data/information supplied; the failure to deliver planned measures; the relative effectiveness of selected measures; the role(s) of partners/stakeholders; and changes to funding levels. The principal risks and potential mitigation measures are summarised in **Table 3.9 in Chapter 3**.

Table 4.1: Borough outcome indicator targets

MTS Objective	Metric	Borough Baseline	2021 Target	2041 Target	Delivery Plan Measures to Achieve Targets
Overarching mode share aim – changing the transport mix					
Londoners' trips to be on foot, by cycle or by public transport	Active, efficient and sustainable (walking, cycling and public transport) mode share (by borough resident) based on average daily trips. Base period 2013/14 - 2015/16.	55%	57%	72%	<ul style="list-style-type: none"> Public Transport Initiatives; Cycling/Walking Schemes; 'Behaviour Change' Initiatives; Traffic Management/Reduction Measures; Highways/Public Realm Enhancements.
MTS Priority: Healthy Streets and healthy people					
MTS Outcome 1: London's streets will be healthy and more Londoners will travel actively					
Londoners to do at least the 20 minutes of active travel they need to stay healthy each day	Proportion of London residents doing at least 2x10 minutes of active travel a day (or a single block of 20 minutes or more).	18% (2013/14 – 2015/16 observed)	28%	70%	<ul style="list-style-type: none"> Cycling/Walking Schemes; 'Behaviour Change' Initiatives; Highways/Public Realm Enhancements.
Londoners have access to a safe and pleasant cycle network	Proportion of Londoners living within 400m of the London-wide strategic cycle network.	1% (2016 base)	4%	54%	<ul style="list-style-type: none"> Cycling/Walking Schemes;
MTS Outcome 2: London's streets will be safe and secure					
Deaths and serious injuries from all road collisions to be eliminated from our streets	Deaths and serious injuries (KSIs) from road collisions, base year 2005/09 (for 2022 target).	57	24	20	<ul style="list-style-type: none"> Highways/Public Realm Enhancements; Traffic Management/Reduction Measures; 'Behaviour Change' Initiatives; Cycling/Walking Schemes.
	Deaths and serious injuries (KSIs) from road collisions base year 2010/14 (for 2030 target).	46	24	0	

MTS Objective	Metric	Borough Baseline	2021 Target	2041 Target	Delivery Plan Measures to Achieve Targets
MTS Outcome 3: London's streets will be used more efficiently and have less traffic on them					
Reduce the volume of traffic in London.	Vehicle kilometres in given year. Base year 2015. Reduce overall traffic levels by 10-15 per cent.	599 million	599 million	569m (high) 539m (low)	<ul style="list-style-type: none"> • Traffic Management/Reduction Measures; • 'Behaviour Change' Initiatives; • Public Transport Initiatives; • Cycling/Walking Schemes.
Reduce the number of freight trips in the central London morning peak.	10 per cent reduction in number of freight vehicles crossing into central London in the morning peak period (07:00am - 10:00am) by 2026.	N/A	N/A	N/A	N/A
Reduce car ownership in London.	Total cars owned and car ownership per household, borough residents. Quarter of a million fewer cars owned in London. Base period 2013/14 - 2015/16.	64,323 (avg)	63,800	64,100	<ul style="list-style-type: none"> • Traffic Management/Reduction Measures; • 'Behaviour Change' Initiatives; • Public Transport Initiatives; • Cycling/Walking Schemes.
MTS Outcome 4: London's streets will be clean and green					
Reduced CO ₂ emissions.	CO ₂ emissions (in tonnes) from road transport within the borough. Base year 2013.	135,600 tonnes	123,800 tonnes	41,100 tonnes	<ul style="list-style-type: none"> • Public Transport Initiatives; • Cycling/Walking Schemes; • 'Behaviour Change' Initiatives; • Traffic Management/Reduction Measures; • Highways/Public Realm Enhancements.
Reduced NO _x emissions.	NO _x emissions (in tonnes) from road transport within the borough. Base year 2013.	470 tonnes	190 tonnes	30 tonnes	
Reduced particulate emissions.	PM ₁₀ and PM _{2.5} emissions (in tonnes) from road transport within borough. Base year 2013.	46 (PM ₁₀) 26 (PM _{2.5})	40 (PM ₁₀) 19 (PM _{2.5})	29 (PM ₁₀) 14 (PM _{2.5})	

MTS Objective	Metric	Borough Baseline	2021 Target	2041 Target	Delivery Plan Measures to Achieve Targets
MTS Priority: A good public transport experience					
MTS Outcome 5: The public transport network will meet the needs of a growing London					
More trips by public transport - 14-15 million trips made by public transport every day by 2041.	Trips per day by trip origin. Reported as 3yr moving average. Base year 2013/14 - 2015/16.	108,000	118,000	214,000	<ul style="list-style-type: none"> Public Transport Initiatives; 'Behaviour Change' Initiatives; Traffic Management/Reduction Measures.
MTS Outcome 6: Public transport will be safe, affordable and accessible to all					
Everyone will be able to travel spontaneously and independently.	Reduce the difference between total public transport network journey time and total step-free public transport network.	9 minutes (2015 observed)	-	4 minutes	<ul style="list-style-type: none"> Public Transport Initiatives; Traffic Management/Reduction Measures; Highways/Public Realm Enhancements.
MTS Outcome 7: Journeys by public transport will be pleasant, fast and reliable					
Bus journeys will be quick and reliable, an attractive alternative to the car.	Annualised average bus speeds, base year 2015/16.	10.6 mph	11.0 mph (high) 10.7 mph (low)	12.2 mph (high) 11.2 mph (low)	<ul style="list-style-type: none"> Public Transport Initiatives; Traffic Management/Reduction Measures.
MTS Priority: New homes and jobs					
MTS Outcome 8: Active, efficient and sustainable travel will be the best options in new developments					
No outcome indicators					
MTS Outcome 9: Transport investment will unlock the delivery of new homes and jobs					
No outcome indicators					

Table 4.2: Potential borough local targets

Target	Rationale	Link to MTS Priorities/Outcomes	Link to LIP and Borough Manifesto Priorities/Objectives
Increasing the percentage of trips to school by non-car modes.	A key aim of our active travel and school travel programmes is to increase the number of children who walk or cycle to school and considerable success has been achieved in recent years. However, travel by car is still high in some parts of the borough and we are keen to reduce this.	<ul style="list-style-type: none"> • Changing the transport mix • Active (Outcome 1) • Safe (Outcome 2) • Efficient (Outcome 3) • Green (Outcome 4) • Connected (Outcome 5) 	<p><i>LIP Priorities:</i></p> <ul style="list-style-type: none"> • Promoting healthy, sustainable travel • Improve safety and security <p><i>Borough Manifesto Priorities:</i></p> <ul style="list-style-type: none"> • Improving health and wellbeing • Improving safety • Improving the environment
Reducing the number of cyclist, pedestrian and powered two-wheeler casualties on the borough's roads.	This is a key aspect of our Delivery Plan approach to improving safety across the local transport network, particularly as the borough is amongst the poorest performing in terms of both the number of, and the rate of reduction in casualties in these areas.	<ul style="list-style-type: none"> • Changing the transport mix • Active (Outcome 1) • Safe (Outcome 2) • Green (Outcome 4) 	<p><i>LIP Priorities:</i></p> <ul style="list-style-type: none"> • Promoting healthy, sustainable travel • Improve safety and security <p><i>Borough Manifesto Priorities:</i></p> <ul style="list-style-type: none"> • Improving health and wellbeing • Improving safety • Improving the environment
Reducing average bus journey times/increasing average bus speeds on specific borough bus routes.	TfL has recently undertaken analysis of those bus routes in the borough that experience journey time reliability issues or are subject to frequent delays and have identified a range of improvements for delivery through the Bus Priority Programme. We will consider setting a local bus journey time/speed target to determine the effectiveness of these measures.	<ul style="list-style-type: none"> • Changing the transport mix • Connected (Outcome 5) • Quality (Outcome 7) 	<p><i>LIP Priorities:</i></p> <ul style="list-style-type: none"> • Connecting people and places • Promoting healthy, sustainable travel <p><i>Borough Manifesto Priorities:</i></p> <ul style="list-style-type: none"> • Improving the environment

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