# BROMLEY TOWN CENTRE

# TRANSPORT STRATEGY

## Supporting the Area Action Plan

October 2008

Produced on behalf of London Borough of Bromley
by Peter Brett Associates

5.1

# Contents

**Section:**



**Appendices:**

# 1 Background

1.1 The transport strategy for Bromley town centre has been written to support the town centre Area Action Plan (AAP). It also provides a framework for wider transport interventions in the town.

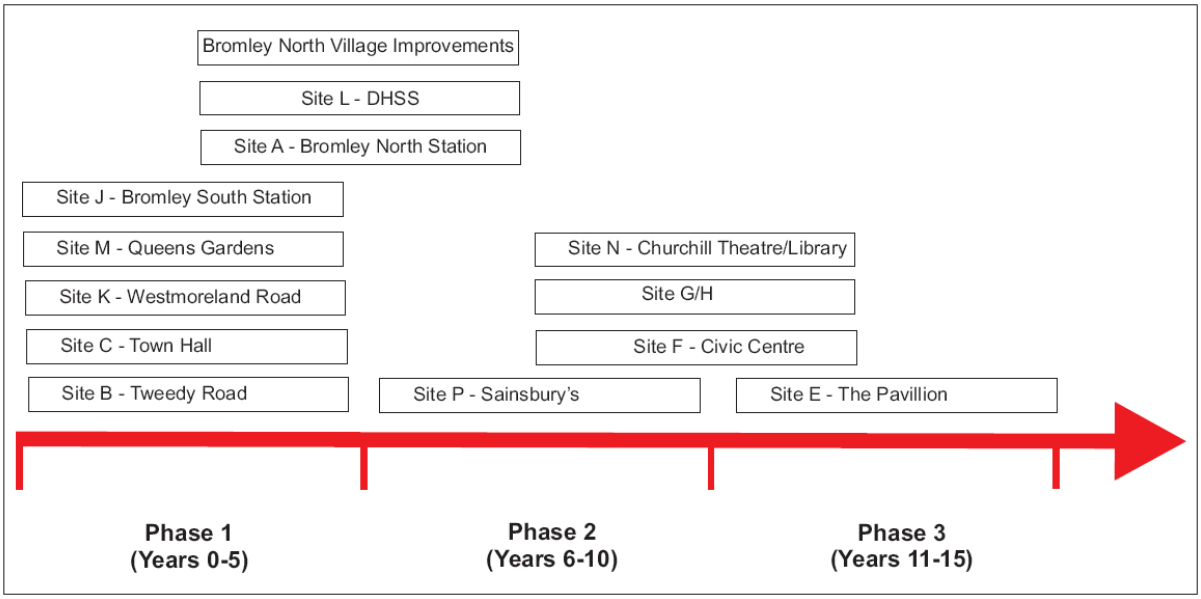
1.2 The overriding purpose of the transport strategy is to facilitate and support the socio-economic success and sustainable growth of Bromley town centre.

1.3 Like the AAP, the transport strategy has a 15 year time horizon. It describes clear transport interventions that Bromley Council considers necessary to support both the future planned development growth in the town centre and the town centre's ongoing success as a Metropolitan Town Centre. It therefore sets out the Council's approach to transport for Bromley town centre at both policy and operational levels. The AAP is driving the particular need for the transport strategy at this time.

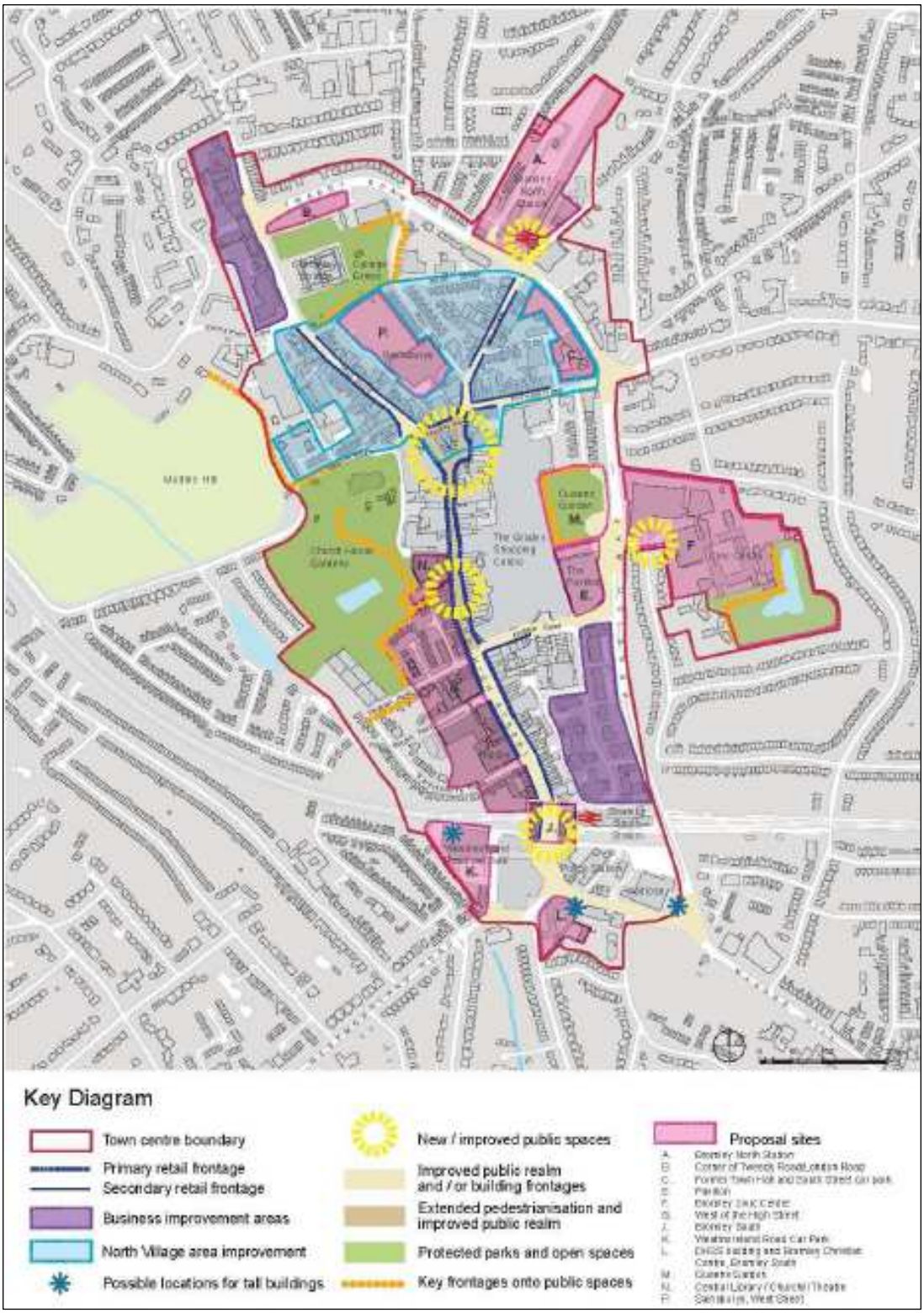
1.4 Whilst the transport strategy concentrates on the same geographic area as that covered by the AAP (which is shown on page 3), there are some supporting transport measures that will, as a matter of course, need to fall outside the AAP area in order to support the Council's objectives for both the AAP proposals and the town centre itself; these are also included. A timeline showing the phasing of the key town centre development sites is shown below.

1.5 The transport strategy therefore provides a framework within which necessary transport measures will be brought forward to fulfil that purpose – both to help deliver the proposals in the AAP and to improve the town's supporting transport network as a whole.

1.6 This version of the transport strategy is for public consultation at the same time as, and to complement, the public consultation draft of the AAP. Comments are therefore invited on the approach of the strategy and what it seeks to deliver. The deadline for comments is **25th January 2009**.




Timeline showing proposed phasing of Bromley town centre AAP development sites

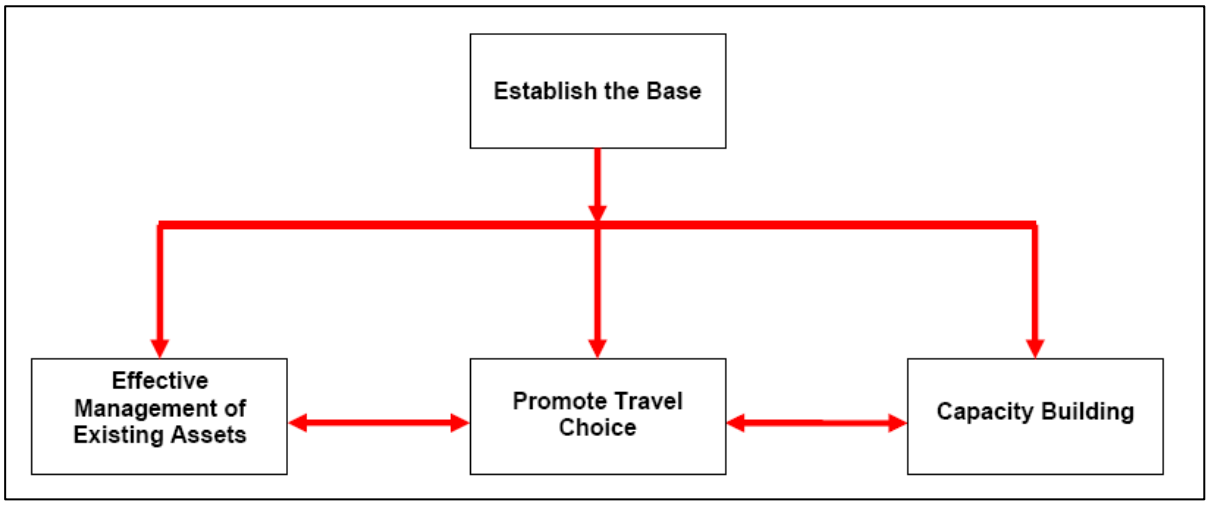



Bromley town centre AAP area and development sites

# 2 The Philosophy of the Transport Strategy

2.1 Transport is not an end in itself but a means to an end. People need access to a range of facilities, amenities and services.

2.2 A key challenge facing the town centre is the need to make provision for planned growth and development in order to strengthen Bromley's competitive position as a Metropolitan centre whilst at the same time respecting the existing character of the town centre. Some parts of the town centre are in need of regeneration and offer significant opportunities for new development whilst other areas have significant cultural and environmental value which needs to be preserved and enhanced. The transport strategy must work in support of this.




2.3 The transport strategy has four central themes:

- **Establish the Base**:
  Using the existing transport network base, with some enhancements, to facilitate early development;
- **Effective Management of Existing Assets**
  Getting the best use out of the transport network and other transport assets
- **Promoting Travel Choice**
  Securing a growing awareness programme that promotes information on all modes and travel options.
- **Capacity Building**:
  To build capacity in the transport network as a whole to facilitate further levels of development and enable more people to visit Bromley by a choice of means.

2.4 In setting out and expanding on these themes, the transport strategy acknowledges that there are limits to the amount to which the town's highway network can be expanded, particularly if the valued built fabric and wider environment of the town is not to be compromised. This applies to the capacity both of the town's highway network and of the town's parking stock. The transport strategy therefore seeks to make important tactical

improvements to that capacity over the strategy period, but reflects the fact that much of the capacity building will need to come about through growth in the use of means of travel other than the car. The application of this approach is explained further in later sections of the transport strategy.

2.5 The key emphasis of the transport strategy is therefore to be able to offer real travel choice to people who will want to live in, work in, shop in and enjoy Bromley town centre. This will be achieved through making best use of the transport network and other transport assets, along with building in supporting capacity across the transport modes.

# 3 Objectives

3.1 The fundamental purpose of the Transport Strategy is:

- To support the delivery of the major development proposals in the town centre; and
- To support and enhance the economy and vitality of Bromley town centre, recognising its role as a place and destination of choice as a Metropolitan Town Centre

3.2 To achieve these points, the Transport Strategy has ten objectives:

**Objective 1** To make best use of existing traffic and parking capacity

**Objective 2** To build further traffic capacity in support of new development

**Objective 3** To ensure that changes to traffic levels can be accommodated and do not have a significant adverse operational impact

**Objective 4** To seek to minimise the amount of additional highway traffic generated by the developments subject to commercial viability considerations

**Objective 5** To encourage the greater use of public transport for accessing the town centre

**Objective 6** To support walking and cycling for local access and travel within the town centre

**Objective 7** To raise awareness of wider travel choice

**Objective 8** To improve arrangements for deliveries and servicing

**Objective 9** To enhance parking provision for short/medium stay to facilitate longer dwell times by shoppers and visitors

**Objective 10** To reduce the demand for long stay parking, except where necessary to support local employment.

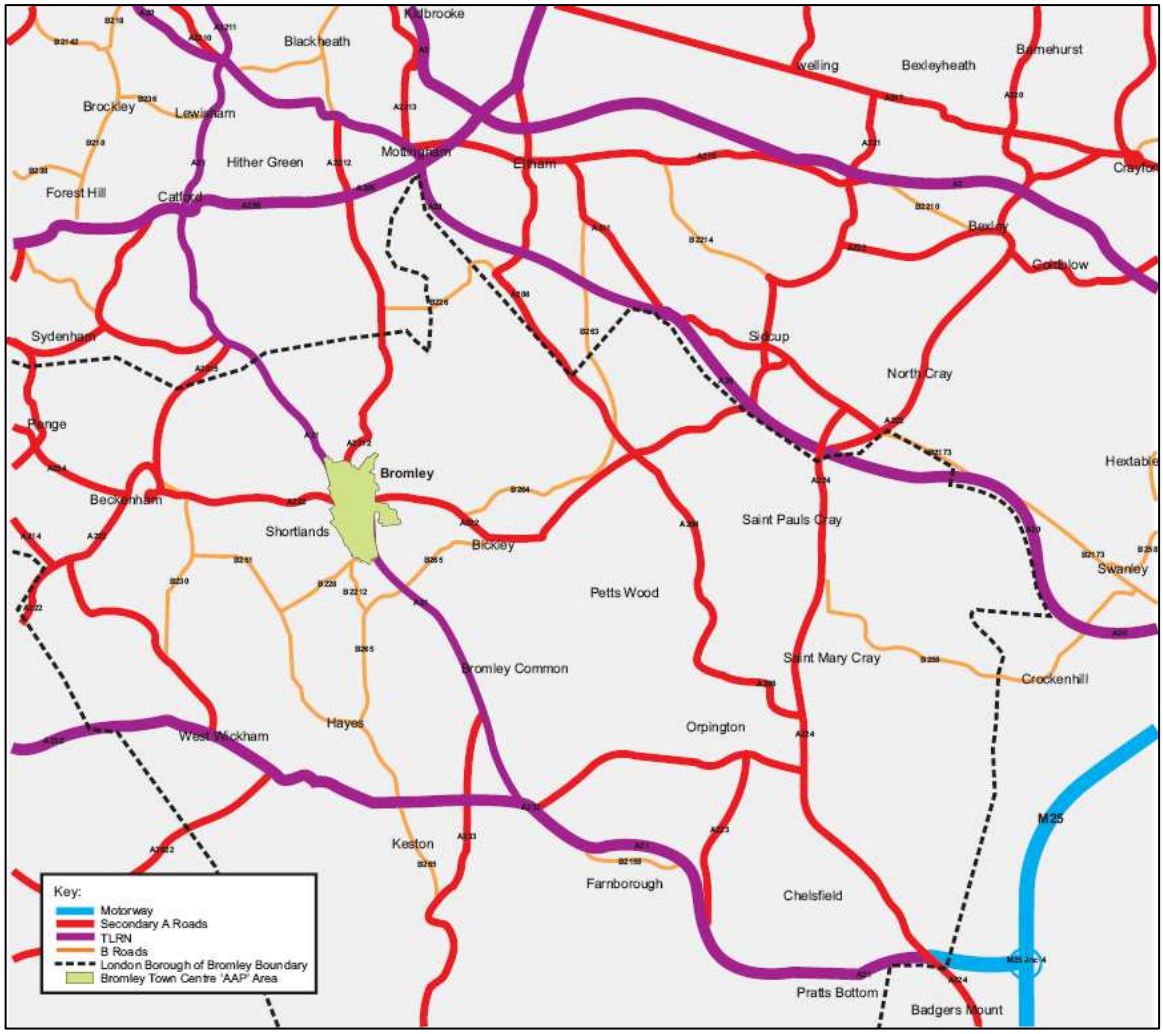
3.3 These objectives relate to the central themes of the transport strategy as follows:

| Themes | Directly Related Objective | Other Associated Objectives |
|---|---|---|
| **Establish the base** | All Objectives | |
| **Effective Management of Existing Assets** | Objective 1 | All Other Objectives |
| **Promoting Travel Choice** | Objective 7 | Objectives 3,4,5 and 6 |
| **Capacity Building** | Objective 2, 3, 4, 5, 6, 8 and 9 | |

3.4 Specific targets in support of these objectives are set out in Section 9.

# 4 The Town's Current Transport Situation

4.1 By road, Bromley town centre is well connected by a range of radial routes to a variety of destinations in south and south-east London, west Kent and Surrey. The A21, which is part of Transport for London's Road Network (TLRN), runs north-south through Bromley, skirting the east side of the town centre. The town is relatively easily accessed from both the M20 and M25 motorways. Bromley's road network is shown below.

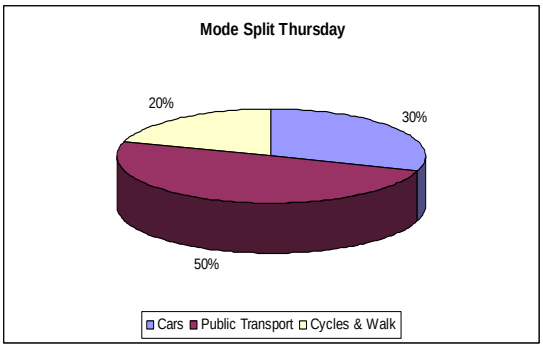


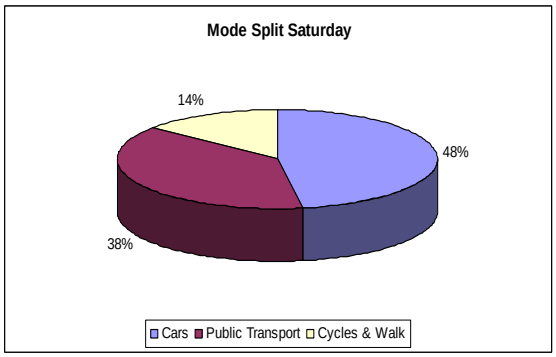

4.2 Bromley town centre is well served by public transport – it has a PTAL accessibility rating of 6a – a level only exceeded by major public transport nodes in Central London. There is a range of facilities for cyclists, including cycle routes provided as part of the London Cycle Network.

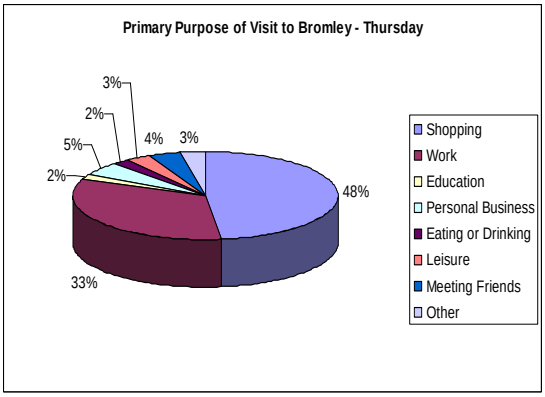
### Mode of Travel and Journey Purpose

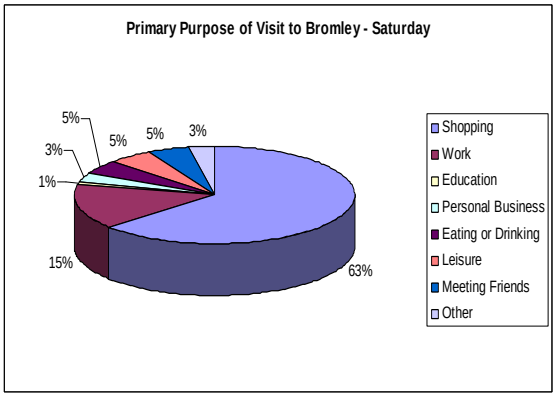
4.3 Sample surveys of visitors to Bromley Town Centre were undertaken in March 2008[1]. These surveys reinforced how both means of travel and journey purposes vary considerably between Weekdays and Saturdays.

[1] Survey sample sizes: 1,001 Thursday, 1,065 Saturday.




## Public Transport

4.6 Bromley Town Centre has two railway stations that provide connections with central London along with a variety of other destinations in south London and across Kent (see network diagram, page 9). Bromley South has excellent connections into London Victoria, making the station particularly popular with commuters – it is used by some 5.7 million passengers per year[2] (making it one of the busiest South East stations outside central London). Bromley North, used by some 633,000 passengers per year, connects to Grove Park where interchange can be made onto the Southeastern main line to London Bridge and Kent.

4.7 The town enjoys an extensive radial network of nineteen bus routes (along with two Night Bus routes) which tend to be very well used for journeys to and from the town centre (see illustration, page 9). However, some orbital links – especially for longer distances across south London – are poorly served. Road congestion means that bus service reliability can be an issue. Not all routes run on Sundays, which is an increasingly popular shopping day.

4.8 The roles of both Bromley North and Bromley South stations as key public transport gateways for the town centre must be enhanced, along with considerable improvements to access and interchange. Facilities at Bromley South especially need upgrading for people with mobility difficulties. Generally across the town centre, bus stops are of variable quality and way-finding can be difficult for public transport users.

[2] 2006/07, DfT

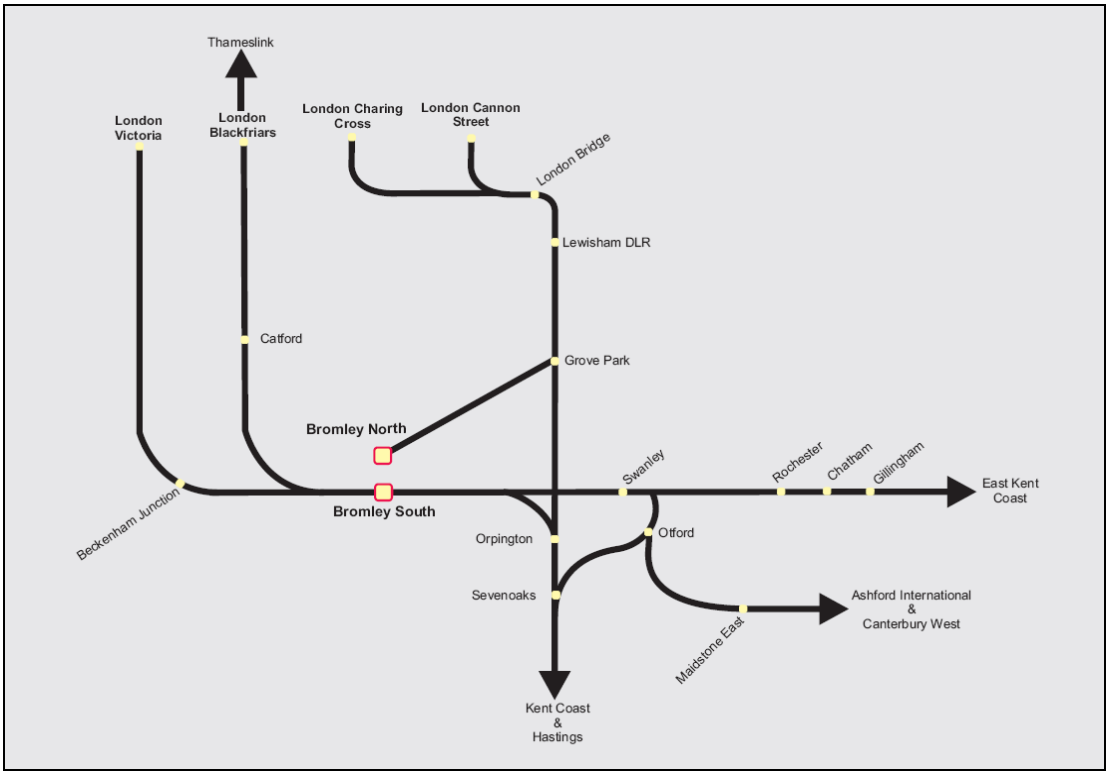
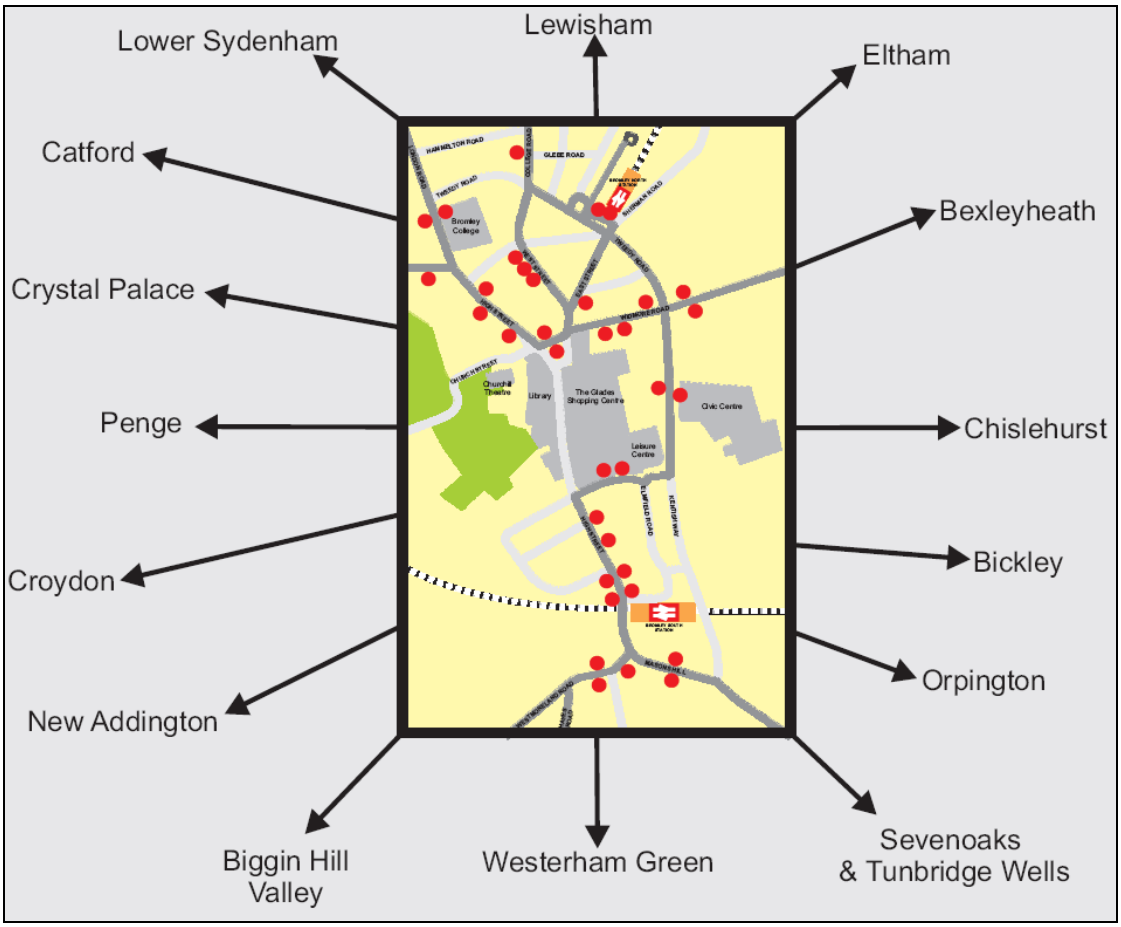


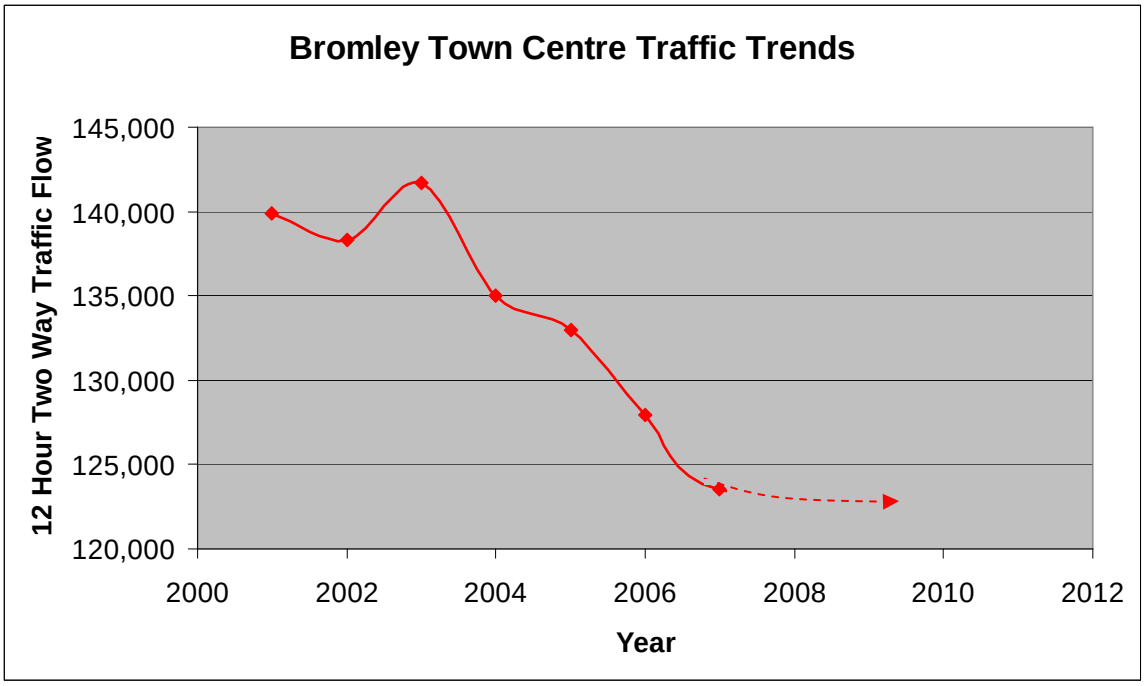

Diagram of rail network serving Bromley




Diagrammatic representation of Bromley's bus network coverage

### Traffic Levels

4.9 Between 2001 and 2007, overall traffic levels around the town centre fell by 11.7%. Current projections to 2011 suggest the trend continues to remain downward, as shown in the graph below. Despite this, the town centre's road network still becomes congested – notably in-bound in the weekday morning peak, out-bound in the weekday evening peak and on the peak shopping day, which is Saturday.




### Car Ownership

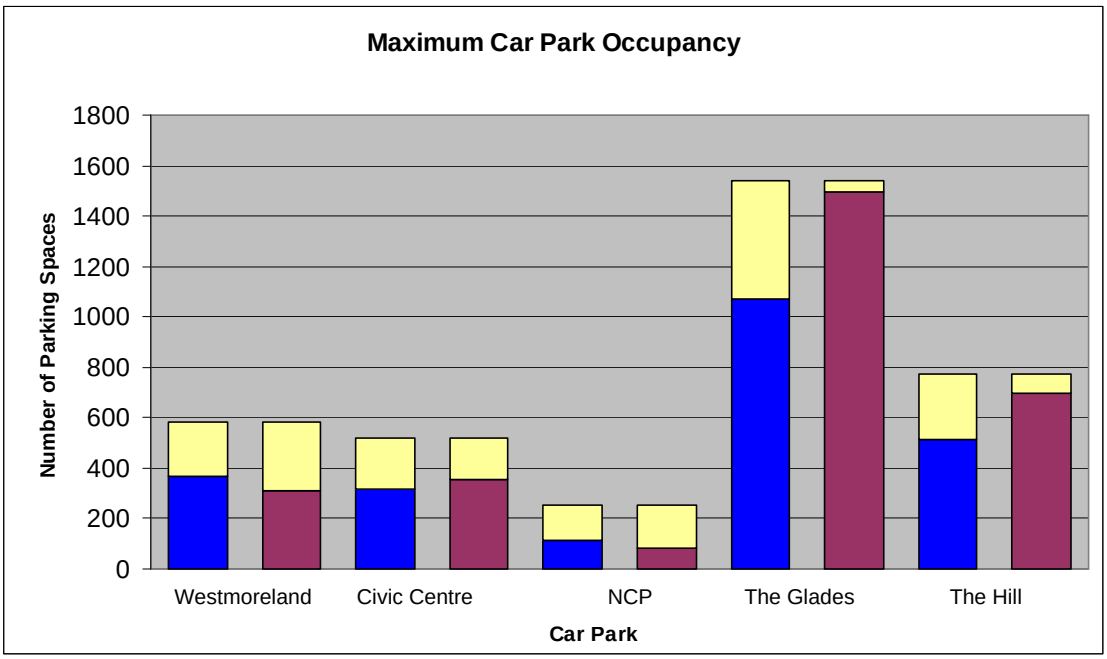
4.10 According to the 2001 Census (see table below), the London Borough of Bromley has the third highest car ownership level of any London borough, though it is lower in the town centre ward. Across the Borough, there are 16% more cars than households, but this drops to less than 4% for Bromley Town.

| Cars/Vans per Household (2001 census) | Bromley Town | | LB Bromley | | London | | England | |
|---|---|---|---|---|---|---|---|---|
| | No. | % | No. | % | No. | % | No. | % |
| 0 | 1,801 | 27.32 | 28,950 | 23.00 | 1,130,649 | 37.49 | 5,488,386 | 26.84 |
| 1 | 3,110 | 47.17 | 57,751 | 45.88 | 1,298,481 | 43.05 | 8,935,718 | 43.69 |
| 2 | 1,410 | 21.39 | 31,154 | 24.75 | 476,185 | 15.79 | 4,818,581 | 23.56 |
| 3 | 211 | 3.20 | 6,180 | 4.91 | 86,470 | 2.87 | 924,289 | 4.52 |
| 4+ | 61 | 0.93 | 1,831 | 1.45 | 24,212 | 0.80 | 284,453 | 1.39 |
| No of Households | 6,593 | | 125,866 | | 3,015,997 | | 20,451,427 | |
| No Of Cars/ Vans | 6,841 | | 146,603 | | 2,616,328 | | 22,607,629 | |
| Cars/Vans per Household | 1.04 | | 1.16 | | 0.87 | | 1.11 | |

## Parking

4.11 Parking provision in the town has to work in support of Bromley town centre's role as a Metropolitan Town Centre, in particular as an important destination for comparison shopping as well as employment and as a place to live. This is emphasised in the pie charts on page 8. Asked what their primary purpose for visiting Bromley town centre was, the majority of respondents stated shopping, followed by working. This applied to both a weekday and a Saturday.

4.12 There are currently over 4,400 off street managed parking spaces across Bromley town centre along with some 750 on street parking bays. Plans showing existing off street and on street parking provision are at Appendix One. These provide both short and long stay functions, at a variety of tariffs dependent on location and ownership/management. Residential streets in and around the Town Centre are protected by Controlled Parking Zones (CPZs). Long stay off street parking is primarily centred on Westmoreland Road and The Hill multi-storey car parks (MSCPs). Weekday long stay demand equates to around half of the capacity at Westmoreland Road and around a third at The Hill.




4.13 Peak parking demand occurs on Saturdays, with demand concentrating on particular car parks. The bar graph shows the maximum car park occupancy on a Thursday and Saturday in March 2008 for the five key multi storey car parks within the town centre. On Saturday, it can be seen that The Glades, The Hill and the Civic Centre car parks experience the highest demand for spaces whilst the NCP, and Westmoreland car parks show a higher demand on a weekday.

4.14 Across all car parks, peak Saturday parking demand equates to some 85% of overall capacity (compared with 72% on weekdays). At 90% demand, the

operation of an individual car park begins to become more unstable as more customers search for vacant spaces; this can lead to greater queuing and driver frustration. The distribution of demand across the town's car parks is uneven; some individual car parks are therefore already exceeding the critical 90% demand level on Saturdays. A more even distribution would result in better use of the available capacity and fewer operational and user disadvantages.

4.15 To illustrate the different ways in which the town centre car parks are used, the tables below summarise data from The Hill, Civic Centre and Westmoreland car parks (the three MSCPs in the town run by the Council) from March 2008. They compare the proportion of long stay parking (ie over 6 hours) with car park capacity; and show the average daily turnover per parking space in each car park.

| | **The Hill** | **Civic Centre** | **Westmoreland** |
|---|---|---|---|
| Ave weekday | 34% | 7% | 49% |
| Weekday Range | 33-35% | 7-8% | 43-56% |
| Sat | 21% | 3% | 11% |
| Sun | 8% | 2% | 4% |

Long Stay Car Parking (%) (>6 hour / Capacity)

| | **The Hill** | **Civic Centre** | **Westmoreland** |
|---|---|---|---|
| Ave weekday | 1.71 | 2.60 | 1.10 |
| Weekday Range | 1.48-1.99 | 2.28-3.12 | 1.01-1.15 |
| Sat | 2.94 | 2.49 | 1.70 |
| Sun | 1.60 | 1.82 | 0.53 |

Average Daily Turnover (Total Daily Demand / Capacity)

4.16 Long stay off street parking is primarily centred on Westmoreland Road and The Hill MSCPs. Weekday long stay demand equates to around half of the capacity at Westmoreland Road and around a third at The Hill. Summary graphs showing different levels of duration of stay at these car parks appear at Appendix One.

4.17 Average daily turnover of spaces reflects both overall usage and average duration of stay. Because of the lower level of long stay parking and high popularity, the Civic Centre has a much greater rate of turnover than the other two car parks. The low turnover at Westmoreland Road reflects both the significant proportion of long stay demand and, particularly on Sundays, the lower overall utilisation compared to capacity.

4.18 In the five weeks before Christmas, a temporary Park & Ride service operates, based at Norman Park to the south of the town, which supplements available parking by nearly 200 spaces and reduces potential town centre traffic at this peak shopping period.

**Walking and Cycling**

4.19 Whilst there is fair provision for walking and cycling to access the town centre, provision could be improved considerably, especially to provide better quality continuous routes for cyclists and better crossing facilities over busy main

roads for both cyclists and pedestrians. Some road corridors, notably Tweedy Road/Kentish Way, offer a real barrier to east-west movement. Facilities for these users within the town itself also need to be improved, whether in terms of making the town centre a more pleasant place to walk or of providing better secure cycle parking. A plan of the Borough's strategic cycle network appears at Appendix Seven.

**Overall Network Capacity**

4.20 Both highway network capacity and parking provision provide constraints to demand for travel to and from the town centre. Whilst overall traffic levels are falling, this is a general picture and not necessarily reflected at all times or in all locations: there is still congestion on routes into, out of and around the town. Similarly, levels of parking demand (and hence spare capacity) vary by location and time.

# 5 Looking Forward

5.1 As already set out in section 1, the transport strategy needs to support the development proposals set out in the town centre AAP. These development proposals are summarised in Appendix Two.

5.2 Extensive traffic modelling has been undertaken in order to understand the implications of the level of development that has been proposed in the AAP. This modelling has concluded that:

- Traffic generated by AAP Phase One development can be accommodated on the town centre road network with minor adjustments to signal timings.
- Without extensive mitigation measures, traffic generated by development in AAP Phases Two and Three would cause significant increases in congestion and unacceptable levels of delay.
- Assuming no changes to the levels of non-development traffic in the model, a key highway scheme requirement was the widening of the A21 to two lanes in each direction between Kentish Way and Bromley Common (south east of Hayes Lane). For Phase Two at least, this would reduce congestion levels towards base conditions again, though it is not sufficient alone to support overall levels of retail development above 25,500 $m^2$.
- There are very limited prospects for further significant highway improvements that will provide a sufficient step change in network capacity above that level of development.
- There is a significant need for capacity building measures that will reduce overall traffic levels, whilst retaining a good level of accessibility for the town centre. This applies not only to new development but also to existing town centre activities.

5.3 Traffic modelling also supported the decision to delete the development proposals at Site D (NW of High Street to Martins Hill).

5.4 Based on the modelling work undertaken and the understanding of the current transport network presented in section 4, the key transport issues facing Bromley Town Centre over the next 15 years can be summarised as follows:

- The need to manage traffic congestion at peak times
- The need to make most effective use of the town's car parking stock, both on and off street
- The need to improve the attractiveness, accessibility and efficiency of public transport in the town, especially at Bromley South and Bromley North stations as key public transport "gateways"
- The need to improve walking and cycling routes and facilities
- The need to ensure new development is supported by appropriate transport measures

5.5 The last of the conclusions at paragraph 5.2 above is very significant in shaping the transport strategy approach that has therefore emerged. A

strong emphasis of the transport strategy must be to support the town's economic success and further development by a wide range of measures that will allow a greater and growing volume of journeys to Bromley to be made by means other than the car. This is by no means aimed at stopping people from driving into Bromley. Instead, the key objective must be to provide for growth in travel and activity where capacity is less constrained – recognising that there is limited capacity in the town's highway network – in order that the town's economic growth is not similarly constrained.

5.6 Emphasis has therefore been placed on addressing these key transport issues, and identifying a series of transport measures – both policies and other interventions – that will positively support new planned development in and around the town centre.

# 6 Transport Policy Base

6.1 The transport policy base is set out in both the town centre AAP and in the Borough UDP. Both sets of policies are included in Appendix Three.

6.2 The four central themes of the transport strategy underpin the way in which the transport policy is to be implemented. It is therefore essential that the transport aspects of new developments are taken forward to accord with these themes and play their part in meeting the transport objectives. It is also important that new developments in the town centre contribute to the delivery of key aspects of the transport strategy, in the same way as the transport strategy itself has been set up to support that development.

6.3 As part of the theme **'Establish the Base'** some early development will be able to proceed, with just some limited enhancements and mitigation on the transport network. Further details are provided in the description of the Phase One developments in Section 8.

6.4 The theme **'Effective Management of Existing Assets'** will provide the necessary basis for progressing subsequent developments progressing through to Phases Two and Three. The Council will seek to manage the town centre's transport assets, so that the most effective use is made of them to support the success of the town centre.

6.5 The developments will provide the main means of taking forward the other two themes **'Promoting Travel Choice'** and **'Capacity Building',** as discussed below.

6.6 Planning applications for major developments in the town centre must be accompanied by robust Transport Assessments that set out the likely transport implications of the development and how they will be addressed. Proposals will need to demonstrate how potential traffic generation will be reduced through provision and positive promotion of other travel alternatives.

6.7 Travel Plans must also be prepared that set out programmes of measures aimed at maximising the use of more sustainable modes of travel. These must be coordinated with the town-wide Travel Plan and contribute towards and participate in the realisation of its objectives, including the "Ten in Ten" target (see paragraph 9.2). Delivery and Servicing Plans will also be required.

6.8 In order to minimise and to mitigate adverse impacts and to facilitate more positive provision, development proposals will be required to give specific consideration in their Transport Assessments to:

- Access for people with mobility difficulties
- Pedestrians – access, convenient routes, road crossings
- Cyclists – access, routes, crossings, secure cycle parking, facilities for staff/residents
- Public transport operation and public transport users
- Road safety
- Servicing and deliveries (including arrangements for rear servicing)
- All other road users

6.9 Parking provision for new development will have a material impact on the nature of the travel demands that will be generated. The high public transport accessibility of the town centre, together with the emerging measures to improve and promote more sustainable means of travel, will mean that lower parking provision can be made than might otherwise be the case.

6.10 Parking provision for residential development should be set at the lowest level that can be justified operationally and commercially; proper provision should be made for people with mobility difficulties. Some car free development will be encouraged. Provision of alternatives to car ownership – such as Car Clubs that provide shared access to cars – will be expected. Households within new development in the town centre will not be issued with parking permits for neighbouring streets that fall within Controlled Parking Zones.

6.11 Parking for non-residential uses shall be provided by the developer in the form of publicly available, paid parking. The Council will use planning controls to ensure that parking tariffs are co-ordinated across the town.

6.12 A high standard of design will be expected for parking provision within new development, in keeping with the high quality standards expected for the town centre as a whole.

6.13 Supporting the themes '**Promoting Travel Choice'** and **'Capacity Building'** transport improvements are required, both on a town centre-wide basis and to meet the needs of specific developments. Section 10, along with supporting Appendix Eight, sets out the measures that are expected will be required and how these might be funded.

# 7 Strategy Elements

7.1 The key elements of the transport strategy are set out in this section by mode or type of measure. Section 8 then summarises how these measures will be phased, linked with the progress of development in the town centre across the fifteen years of the AAP.

**Promoting Travel Choice**

7.2 An important component of Bromley Town Centre's Transport Strategy will be the promotion of travel choice and encouraging greater use of sustainable modes of travel, with a particular view to delivering the "Ten in Ten" target (see paragraph 9.2).

*Promotion and Publicity*

7.3 It is important not only that the more sustainable modes of travel are made available but also that people are aware of their availability and how they might be relevant and useful to them.

7.4 The Council will continue to raise awareness of different means of travel to and from the town centre, in association with relevant partners and stakeholders. It is important that both the standard and availability of information are raised. The Council will investigate how town centre businesses can be encouraged to improve information they provide about more sustainable means of travel to their premises and, as appropriate, home deliveries (eg through their websites).

7.5 It is important that, as time goes on, more sustainable means of access are increasingly and positively associated with the Bromley town centre "brand".

7.6 Such promotion must be seen as an integral part of this transport strategy. Influencing people's travel behaviour is at least as important in delivering the Council's objectives for the town centre as physical measures.

*Travel Plans*

7.7 Travel planning is a mechanism designed to reduce the impact of traffic generated by premises. In particular, it offers a way of helping to limit or reduce traffic congestion by encouraging a shift away from the use of single-occupancy vehicles at peak times. It can be applied to workplaces for all work-based travel, but especially for the journey to and from work. It has also been successfully applied to schools as a way of tackling the adverse effects of the "school run".

7.8 Travel planning can apply to a new development or to an existing operation. It may form part of a wider company transport plan which can include a range of issues including commuting, business travel, fleet management and other commercial activity. The travel plan process normally consists of:

- Reviewing existing travel need, demand and patterns;
- Assessing options to reduce the need to travel, especially by car;

- Agreeing a framework for an organisation to manage the transport needs of their employees (or students/pupils); and
- Setting out a policy statement with targets as appropriate.

7.9 When applied to an existing operation, travel planning is a voluntary activity. The Council actively promotes travel planning in the business community through two travel plan advisors, who are employed by Seltrans, the South East London Travel Strategy, which is a partnership between seven southeast London boroughs, together with transport providers and operators. The Seltrans travel planning team is based in Bromley.

7.10 Travel planning activities are also an integral part of the Council's development control process for larger planning applications. These are often required as part of the outcome of a Transport Assessment, which the Council requires to help assess the impact of a development on the road and public transport networks. Both processes require applicants to demonstrate that they have thought about how their developments will operate in transport terms.

7.11 The travel planning process can potentially allow a developer to use a site more intensively, by reducing the area given over to transport-related activities, and also potentially reduce the scale and cost of any mitigation works which the developer would be required to carry out on the road network.

7.12 The achievement of the objectives of the Bromley Town Centre Action Area Plan will depend heavily on the use of travel planning techniques to control the impact of substantial new development on an already congested road network. It will not be possible to allow new developments to generate car trips to the town centre at the same rate as existing town centre developments without compromising ease of access to the town. Consequently, a target of this transport strategy is to reduce the proportion of car use by 10% in 10 years ("Ten in Ten"), ie by the end of AAP Phase Two.

7.13 The Council will seek to maximise the benefits from the travel planning process by promoting the development of a Traffic Management Association or TMA, through which individual businesses would work together, and with the Council, to share facilities or processes which contribute to maintaining a sustainable approach to travel in the Town Centre.

**Walking and Cycling**

7.14 Whilst there is fair provision for walking and cycling to access the town centre, considerable improvements could be made. Such improvements include better quality continuous routes for cyclists, better crossing facilities over busy main roads for both cyclists and pedestrians and better secure cycle parking, to make the town centre a more pleasant place at the pedestrian scale.

7.15 Walking and cycling will be modes of growing importance as part of the town centre transport strategy. This will be the case especially with the growing quantity of residential development in the town centre, to provide ease of access to the local facilities that people will need and a "walkable neighbourhood". A key element of the transport strategy must therefore be to ensure that shorter journeys are easy by foot and by bike.

7.16 In their development proposals, developers must pay attention to overcoming barriers to walk and cycle access to and from their developments. In planning routes, there should be regard for desire lines and for minimising risks of conflicts where busy walk/cycle corridors meet busy traffic routes.

7.17 It will be important to provide crossing improvements for walking and/or cycling at key road junctions, including:

- London Road/Tweedy Road
- Tweedy Road/College Road
- Kentish Way/Widmore Road
- High Street/Westmoreland Road
- Kentish Way/Masons Hill

7.18 In addition to routes and crossings, it is similarly important that routes and areas used by pedestrians and cyclists are properly maintained and are properly lit at night. Particular attention will be paid to routes to schools.

*Walking*

7.19 The key barriers to walking within London are listed below:

- Institutional Issues (inconsistent approach across London)
- Traffic Volume
- Air quality
- The Walking Environment
- Safety
- Security
- Information
- Mobility and Access

7.20 Provision of better quality continuous routes for pedestrians and better crossing facilities over busy main roads will enable a safer and more pleasant walking environment. Some road corridors, notably Tweedy Road/Kentish Way, offer real severance and a barrier to cross-movement, and pedestrian crossings will need to be improved. Links particularly requiring improvement include town centre-Bromley North station and town centre/Queens Gardens-Civic Centre. Sub-standard signalled crossings will need to be upgraded, including proper provision for DDA needs.

7.21 Pedestrian linkages need to be legible to enable people to navigate effectively around the town centre. Improvements to wayfinding and signing throughout the centre, and in particular at public transport hubs such as Bromley North and South Stations, will improve and promote key linkages.

7.22 Alongside improvements to linkages, crossings and facilities, general improvements to both street scene and the wider public realm are important to create a pleasant environment for pedestrians. This includes upgrading of footways, reducing footway clutter, provision of high quality street furniture and creation of open space.

*Cycling*

7.23 Improvements to infrastructure and facilities for cyclists will provide greater choice for use of this transport mode. Safe linkages and crossing points are to be made available across the town centre, along with increased cycle parking and storage.

7.24 Public attitudes towards cycling are influenced by the 'success' of a cycle parking facility: occupancy is probably the best single measure, but suitability of the arrangement and design; the state of the immediate environment, the condition of the facility and the bikes attached to it are all likely to contribute to the decision whether or not to park.

7.25 Good quality on-street parking should be provided, which is safe, secure and appropriately located. For new developments secure cycle parking should be incorporated that have the potential to attract new cyclists. Similarly, new workplaces will be expected to provide lockers, showers and changing facilities for people who want to cycle to work.

7.26 A number of ways exist to increase security. These include lockable compounds, improved lighting, CCTV, smart card technology, crime prevention audits and community policing and patrols.

7.27 Known locations where improvements to cycle routes and facilities are needed include:

- Cycle Link 20: through from Ridley Road to Ravensbourne Road cycle barrier.
- Cycle link 22: Simpsons Rd to High Street cycle barrier.
- Route along Kentish Way
- Improvements at Bromley North Station (especially cycle parking)
- Improvements at Bromley South station (especially cycle parking)
- Improvements to Westmoreland Road/High Street junction.
- Improvement to Masons Hill (carriageway widening scheme).
- Wendover Road carriageway widening scheme.
- Redesign of London Road/London Lane junction.
- Cycle facilities in the town centre pedestrianised area (especially cycle parking)
- Cycle facilities along Elmfield Road
- Cycle facilities at Harwood Avenue/Murray Avenue towards Freelands Road

**Public Transport**

*Buses and bus priority*

7.28 The Council will promote the use of local bus routes that serve the town centre by seeking the continued development of bus services. It is important that services become as attractive as possible, through improvements in convenience, service quality and accessibility. The Council will liaise with Transport for London to this end.

7.29 At present, there are no particular capacity problems on bus routes serving Bromley town centre. However, it will be necessary to keep this under

review. Over time, and as patronage increases, further service enhancements will be justified. These are likely to include frequency enhancements and running services at additional times (for example on Sundays, which have become important shopping days for many people). The need for such enhancements will be monitored.

7.30 The nature of bus operation means that new services can be introduced to deliver improvements quickly. The Council is particularly aware of a need for further orbital public transport links in south east London, bearing in mind the relatively radial nature of the rail network.

7.31 Bus stops in the town centre need to be improved, with more level boarding, better waiting areas and better service information (including real time information displays). The Council will seek improvements to pedestrian access to and cycle parking near bus stops. Bus stop capacity will also need to be kept under review. The Council expects the retention of the bus stands at Bromley North (Site A) and at Westmoreland Road (Site K) unless other equally convenient alternative sites are found.

7.32 The Council will promote bus priority and other public transport improvement schemes in order to improve service reliability and route capacity – and hence the attractiveness of services. Those schemes that will require third party land are indicated in the plan at Appendix Four; appropriate safeguarding for those schemes will be achieved through the AAP. Specific scheme proposals will include:

- "Gateway" scheme for northbound buses at the Kentish Way/Masons Hill junction
- Improved bus priority and bus/rail interchange at Bromley South (Site J), to enhance its role as a public transport gateway/hub, for which land will be safeguarded through the AAP
- Improved bus priority at the Masons Hill/Westmoreland Road junction (Site L), for which land will be safeguarded through the AAP
- A21 Widening between Kentish Way and south of Hayes Lane (see paragraph 7.59).

*Key Public Transport Hubs and Interchanges*

7.33 The principal public transport hubs in the Town Centre are at Bromley South and Bromley North stations, where rail/bus interchange also takes place. Bus-to-bus interchange occurs at both stations and at Elmfield Road.

7.34 TfL's Interchange Plan of August 2002 examines interchange on a London-wide basis. It defines categories of interchange and ranks interchanges by strategic importance and by priority for investment. Bromley South is Category C ("major strategic interchanges"); this is therefore a location playing an important role in London's transport network. Bromley North and town centre bus/bus interchange are Category D ("district interchanges"), but are still of more than local significance.

7.35 Current arrangements at these key public transport hubs are less than satisfactory, given the importance of their roles. Increasingly, they must perform an important gateway function for the town centre, offering a real sense of arrival.

7.36 Bromley South is already in line for improvements led by Network Rail, which will address station quality and better access for people will disabilities. However, more work will be needed to improve wayfinding for people arriving by train, the pedestrian environment around the station, cycle parking and more convenient and better quality bus stops. Land (at Site J) is being safeguarded in the AAP to assist with improving Bromley South's gateway role, interchanging, bus priority and the environment around the station (see indicative plan at Appendix Four).

7.37 The Council will explore ways of improving direct pedestrian and cycle links between Bromley South station and Kentish Way, particularly focussing on future developments at The Pavilion (Site E) and the Civic Centre (Site F).

7.38 At Bromley North, rail/bus and bus/bus interchange needs to be improved. A particular issue is the walk route between the station and the town centre, especially the crossing of Tweedy Road (A21). Crossing improvements there, along with street scene improvements within Bromley North Village, could provide visitors to Bromley with a much stronger sense of arrival and reinforce the quality of the town. Development at Bromley North (Site A) would need to facilitate such improvements, so that the station fulfils properly its gateway role.

*Tramlink and the Grove Park-Bromley North line*

7.39 Transport for London has undertaken high-level studies that have indicated that an extension to Tramlink from Beckenham Junction into Bromley (via Bromley South to Bromley North) could be feasible and "may generate a reasonable level of demand". Considerably more work would need to be done before such a proposal could be realised however. This transport strategy does not therefore assume that a Tramlink extension would arrive in Bromley until around or after the end of the 15-year AAP period.

7.40 The Council has called for the extension of the Docklands Light Railway to Bromley North; indeed, there are several potential approaches to improving links using the Grove Park-Bromley North branch, including heavy rail, light rail and bus-based transit solutions. The Council supports the extension of Tramlink to Bromley, which could continue to Grove Park by taking over the heavy rail line. While it is not clear that any such improvements would be brought forward within the life of this Plan, it will be important that new developments do not compromise the future introduction of tram or other transit schemes that might replace and enhance the current service.

7.41 Development proposals at Bromley North (Site A) must therefore demonstrate that they do not preclude a future link between Tweedy Road and the heavy rail line for through running, whether by tram or a bus-based transit scheme.

*Rail*

7.42 Rail services to/from both of the town's stations offer important links into Bromley as well as key links elsewhere (especially for commuting to central London). Along with station improvements and better walk links into the heart of the town, travel by rail should be promoted as a mode of choice for visitors to the town.

7.43 Bromley North station is an underutilised resource: it is constrained at present by the frequency of the current shuttle services, the size of trains and the need for interchange at Grove Park with trains on the Charing Cross/Cannon Street-Orpington line. As well as seeking improved interchange and walk links, the Council will engage with the rail sector to investigate increasing the frequency of the Orpington service and to the Grove Park shuttle. Alternatively, the Council could encourage restoration of through services beyond Grove Park to replace the Grove Park-Bromley North service – until such time as a tram or transit through link or DLR service might be established at some stage in the future – though it is recognised that this is less likely to be delivered.

7.44 The Thameslink Programme is to deliver the benefit of wider network links for Bromley to north London and beyond (including a direct link to St Pancras International for Eurostar services). An initial service to Bedford is due to start in March 2009, with the full Thameslink upgrade to be completed in 2015.

7.45 The Council remains concerned at proposals for reduction in service frequencies through Bromley South for December 2009, linked to the introduction of High Speed 1 domestic services.

*Coaches*

7.46 The AAP sees Bromley having an increased cultural and leisure offer in the future. This will lead to increases in visits by private hire coaches. Proposed hotel developments at South Street (Site C) and the DHSS site (Site L) will need to provide coach pick-up/set-down points and, where physically possible, coach parking. Coaches should not obstruct the free flow of traffic.

7.47 Coach parking provision in the town will be kept under review and the need for increased provision will be monitored.

**Highways and Traffic**

*Traffic management*

7.48 The Council will seek to make best use of the road network, taking into account the needs of all road users, through provision of information and measures to optimize road use in relation to capacity. Targets for traffic levels are set out in Section 9.

7.49 The Council will promote traffic management schemes in support of its wider town centre objectives. In designing such schemes, the following criteria will be taken into account:

- On the Transport for London Road Network (TLRN) and other A roads, the presumption will be to support their role as corridors for movement.
- On other streets the presumption will be to place an increasing emphasis on “place” rather than movement and, where appropriate, to rebalance the functionality of streets as places.

7.50 Traffic patterns in the town centre will change as the regeneration activity progresses. Traffic signal timings will therefore be kept under review to reflect those changing patterns of demand and to optimise traffic flow.

7.51 Minor junction and other highway alterations will need to be identified in Transport Assessments for specific development proposals.

*Street Scene*

7.52 The Council will promote street scene quality improvements to provide environmental enhancements and to provide better facilities for all highway users. Particular priority will be given to such schemes in and around Bromley North Village. Schemes will be designed to retain and enhance the character and appearance of the area, and to encourage the sense that Bromley is a safe and pleasant place to spend time in.

*Variable Message Signing (VMS)/Intelligent Transport Systems (ITS)*

7.53 VMS systems can be deployed to make much more efficient use of the highway network by providing information to drivers. ITS can then be used to introduce proactive management of that network.

7.54 Motorists who are either searching for a car park, or travelling towards a car park that is full, add to road congestion. It is a common problem that motorists with a lack of knowledge of an area will wait and queue for a 'popular' full car park rather than travelling to an alternative. If motorists are better informed of alternative car parks and how to reach them there should be a corresponding decrease in queuing and congestion.

7.55 Along with traffic and travel information, there should be additional benefits of motorist satisfaction, reliable journeys and improvements in air quality and noise, because of fewer vehicles circulating or sitting stationary with engines left running.

7.56 The Council will seek to introduce a VMS system prior to the closure of the Westmoreland car park (Site K), so that users can be readily directed to other car parks. Closure of the car park and the resultant loss of spaces requires introduction of a positive system that will assist in the efficient redistribution of parking demand to car parks with spare capacity.

7.57 Subsequently, other VMS features can be introduced that will provide motorists with further information about the operation of the town's road network – for example warning about congestion or a specific road closure.



7.58 It will be expected that town centre developers will contribute towards introducing and developing a VMS system, followed by more sophisticated ITS in due course, linked to an Urban Traffic Management and Control (UTMC) centre.

*A21 Widening*

7.59 A scheme is already safeguarded for widening the A21 from Hayes Lane to the southern end of Kentish Way. A widening line along the north eastern side of Masons Hill between the High Street and Kentish Way will also be safeguarded. Both schemes are shown on the indicative plan at Appendix Four. It is expected that these schemes will be required prior to opening of retail development in Phase Three. The balance these schemes provide between enhanced public transport priority and additional traffic capacity will be a matter for further technical work and is also likely to depend *inter alia* on the extent to which the "Ten in Ten" target is achieved.

7.60 Otherwise the transport strategy contains no other proposal for major enhancement of highway capacity.

**Parking**

*Parking Plan*

7.61 The Council will prepare a comprehensive Parking Plan for the town centre within three years of the adoption of the transport strategy. The Parking Plan will include detailed implementation proposals for the issues outlined below.

*Parking Migration*

7.62 Redevelopment of the Westmoreland Road car park (Site K) will result in the temporary loss of parking there. Some 400 parking spaces could be provided as part of the new development and, whilst these should be in the form of publicly available paid parking, a considerable proportion will be required in support of the development.

7.63 It is therefore important to understand what the impacts might be of the car park closure. The Council will undertake a survey of users in good time prior to the car park's closure to identify the likely different needs for replacement

parking provision and how to gear future closure publicity and information. However, it is unlikely that direct replacement of all the spaces currently used will be achieved.

7.64 Experience in Orpington with the closure of the Station Road car park shows that, when a car park closes, not all of its users necessarily transfer to nearby alternatives. The Council had been concerned to provide replacement parking during redevelopment, bearing in mind the potential impact on Orpington town centre. Interim provision was therefore made by increasing on street parking. That parking facility has not been used to anything like the extent expected.

7.65 The Council will therefore take a view on the extent to which replacement parking should be provided once the survey has been undertaken and there is a better understanding of real need.

*Duration of Stay and Pricing*

7.66 The Council can manage town centre parking in such a way that it better supports the regeneration of the town. This can be achieved by better management of the parking stock, looking at both length of stay and the tariff charged.

7.67 On street spaces are likely to be more convenient for short stay use and will be increasingly managed with this in mind. This will support the perception of the town as a convenient place to visit. Off street car parks will still provide for short, medium and long stay.

7.68 Long stay (all day) parking uses a parking space less efficiently than if a space can be used by a number of visitors across a day. This is also beneficial in terms of the retail spend per parking space, and hence of the economic benefit of the town. The Council recognises that there is a need for some long stay parking in the town, particularly in support of local employment. But the emphasis in the emerging parking strategy must be to make efficient use of the parking stock on offer. The Council will therefore seek to use parking tariffs to reduce the proportion of long stay parking in town centre car parks.

7.69 With an improved retail offer, it can also be expected that people will spend longer in Bromley – this is desirable, to increase spend and hence to support the town's economy. This will mean that cumulative demand for short to medium stay parking will increase – which needs to be factored in to the balance of how parking spaces are used.

7.70 The Council will also investigate ways of applying more sophisticated tariffs that set prices to encourage use at times of lower demand and discourage growing use around the peaks (whether the traffic peak or the parking demand peak). For example, short stay parking could be less expensive for arrivals before 11 am; and a premium price applied for departure between 5pm and 6pm.

*On street parking*

7.71 The Council uses on street waiting and loading restrictions for a variety of purposes, including:

- Improving the safety of road users;
- Assisting the free flow of traffic and reducing traffic congestion;
- Assisting bus movement;
- Ensuring effective loading/unloading for local businesses;
- Providing a turnover of available parking space in areas of high demand;
- Assisting users with special requirements, such as the disabled; and
- Supporting the health of the local economy.

7.72 The Council is able to manage pricing, capacity, maximum stay and user type in support of these. Off-street car parking also contributes to many of these aims, particularly where it is co-ordinated with on-street provision.

7.73 Some motorists prefer on-street to off-street parking because of perceptions of convenience and security. The convenience aspect of on street parking leads to it best being used for shorter stay visits. The current on-street paid parking stock consists of some 750 spaces. The most convenient for the town centre have a 2 hour maximum stay, some have a 4 hour maximum stay and those further away from the heart of the town have no time limit. The Council will reduce the amount of on street parking available for long stay use.

7.74 The size of the town centre means that the walk time to the centre from the uncontrolled residential streets on the fringes of the town is still not perceived as either long or inconvenient. As the regeneration of the town centre takes shape, demand for travel to the town will increase. The Council is concerned that leaving these outer streets uncontrolled will result in much more parking demand from visitors and commuters, to the detriment of local residents. It is important to protect the ability of residents to park as near to their homes as possible.

7.75 The Council will therefore expand the coverage of the Controlled Parking Zones (CPZs) around the town. The opportunity will be taken to review the size of existing Zones, to address the issues arising from “internal commuting” that works to the detriment of streets nearest the town centre. The Council will also review the balance of allocated spaces for residents, visitors and Blue Badge holders – more space will be made available for residents’ parking.

7.76 The Council’s planning policy base allows for car-free and low car residential developments: indeed, the AAP depends on this concept to enable the envisaged increase in town centre living. The Council will not therefore allow residents of these new developments to apply for residents’ on-street parking permits on surrounding streets and may seek supporting undertakings from developers to that effect.

*Off street parking*

7.77 Whilst on street parking may still be perceived to be the most convenient for short stay visits, the majority of visitors to the town centre will continue to park in off street car parks.

7.78 The redevelopment of Westmoreland Road car park (Site K) will reduce the off street parking stock in the town by 581 spaces. Development is likely to provide a new 400 space public car park at Site K in Phase One and a new 600 space public car park at Site G (West of High Street) in Phase Three. No other major provision of new car park capacity is expected in the town. Whilst these car parks increase the overall parking stock in the town, the number of parking spaces per square metre of commercial floorspace in the town centre will in fact fall. Other development sites will normally be expected to replace the majority of capacity of existing car parks within those sites.

7.79 In new non-residential development in the town centre, parking should be provided in the form of publicly available paid parking, with agreements in place for parking tariffs to be coordinated with other car parks across the town.

7.80 Operationally, the Council will seek to work towards an average demand level of no more than 90% at off street car parks. This should improve the chances of people finding spaces and minimise searching, which could add to congestion. Car park demand will be monitored with this in mind.

7.81 The Council will encourage reduction of existing private non-residential parking provision, where this is linked to the implementation of a suitable Travel Plan.

7.82 Car park design should meet best current standards in terms of design quality, passive safety, ease of maintenance and lighting.

*Park & Ride*

7.83 The Council will encourage Park & Ride operations to be developed.

7.84 Implementation of an initial Saturdays-only Park & Ride will be investigated, based on the Christmas Park & Ride site, with a view to services being introduced prior to the closure of Westmoreland Road car park (Site K). If successful, the operation could be extended to operate on weekdays.

7.85 The Council will support a full-time Park & Ride service at a permanent site, subject to identification of an acceptable site and adequate environmental safeguards.

7.86 A plan showing the current and possible future sites for Park & Ride is at Appendix Five.

**Other Key Transport Issues**

*Freight and deliveries*

7.87 Bromley, like any other major centre**,** depends on modern, efficient, “just in time” deliveries to ensure that goods are delivered to shops, offices,

supermarkets and homes. But goods also go in the opposite direction, whether it be the collection of waste or recycled materials, or the transport by individuals of purchased goods. Many purchases, from the weekly food shop to a duvet or a piece of flat-pack furniture, are too heavy or bulky for individuals to take home except by car.

7.88 The Glades shopping centre has full off-street delivery facilities, and there is rear access to The Mall from Elmfield Park. Some of the shops on the western side of the pedestrianised section of the High Street have delivery access from Tetty Way and Churchill Way. The RBS building and some of the shops further south on the western side have rear access from Simpsons Road.

7.89 The Council's planning policies state that rear servicing facilities are appropriate where problems would be caused by servicing frontages in town centres. However, even where rear servicing is available, the timing of deliveries can still have a potential adverse impact on the free flow of traffic, particularly where servicing still takes place from the front. It is desirable for delivery journeys to take place outside the times of peak traffic flow, although the Council recognises that deliveries at night (where allowed under the conditions of the Londonwide night and weekend lorry ban) can potentially be more disruptive to residents.

7.90 The emerging concept of Delivery and Servicing Plans (DSPs) seeks to apply similar principles to freight journeys at developments as are applied to person journeys through the more established process of workplace travel plans. This process potentially offers benefits to both industry and the community by seeking to rationalise deliveries and reduce the number of freight journeys. Transport Assessments should consider the way in which goods are carried both to and from the development and the wider town centre, and to state what arrangements will be put in place to offer home delivery to customers. Where appropriate, the Council will require the submission of a DSP as part of any Transport Assessment.

7.91 In Bromley North Village, which is predominantly lower-rise, older development, the opportunities for rear servicing are more limited. The Council will seek to ensure that there are adequate facilities for frontage delivery without compromising access, safety or the free flow of traffic.

7.92 The Council will seek to ensure that developers put in place adequate abatement measures to ensure that noise from delivery vehicles, including vehicles entering, leaving or waiting for access to enclosed delivery areas, is minimised.

*Taxis and Private Hire Vehicles (PHVs)*

7.93 Taxis and PHVs provide an important service for movement in and around Bromley for a variety of purposes. They offer an on-demand or convenient pre-booked travel solution for small numbers of people. They are particularly important for onward travel from stations and in support of the town's evening and night-time economy.

7.94 Licensing of PHVs by TfL has led to better reassurance for users about quality and personal safety.

7.95 The Council will monitor and keep under review the needs of this sector and respond to needs for specific measures as they arise.

*Disability Discrimination Act (DDA)*

7.96 The Disability Discrimination Act 2005 amends or extends provisions in the 1995 Act, including, *inter alia*, making it unlawful for operators of transport vehicles to discriminate against disabled people.

7.97 Planning Policy Guidance Note 13 (PPG13) also states that Local Authorities, developers and transport providers should work together to seek to meet the accessibility needs of disabled people in all developments by:

1. Taking account of their needs, in terms of access arrangements and parking spaces, in location and parking policies;
2. Giving attention to the needs of disabled people in the design, layout, physical conditions and inter-relationship of uses; and
3. Ensuring developments, including transport infrastructure, are accessible to and usable by disabled people as motorists, public transport users and pedestrians, through decisions on location, design and layout.

7.98 A key vision of the AAP is to promote Bromley as an accessible and inclusive town centre. In this regard, the Council will support improvements to the street scene and public transport facilities such as:

- Designing for the mobility impaired
- Designing for the visually impaired
- Increased step free access
- Improvements to footways – widening and removal of obstructions
- Improved pedestrian crossings
- Creating a DDA-compliant station at Bromley South Station
- Improving accessibility at Bromley North Station

*Powered Two Wheelers (PTWs)*

7.99 Riders of powered two-wheelers (PTWs) – motorcycles; motor scooters; mopeds – are classed as a vulnerable road user group, prone to more serious injury. As such they are the most over-represented road user group in serious and fatal crashes in the Borough. The Mayor of London has a target for a 40 per cent reduction in the number of users on powered two-wheelers killed or seriously injured by 2010.

7.100 Bromley has an extensive programme of road user education and rider training in place designed to reduce motorcyclist casualty numbers. The Council is also supporting the recently introduced TfL/Police ScooterSafe programme.

7.101 Despite these inputs, the number of riders seriously injured has not decreased significantly in recent years. Fatal and serious powered two-wheeler casualties are particularly high at 20% of all KSIs (crashes involving people being killed or seriously injured), when motorcycles are estimated to comprise less than 5% of traffic flow. The Council will continue to monitor

these statistics and continue to encourage and promote good practice through training.

7.102 Whilst there are currently a number of PTW-dedicated free parking bays available in the town centre, the Council will keep under review whether there is a need to expand those facilities.

*Car Clubs*

7.103 Car Clubs are a successful option for providing people with access to a car without having to own one. Car Clubs have only been introduced into the UK in recent years but are becoming increasingly popular. By associating a Car Club with a new development, there is the opportunity to provide a reduced level of parking. Members of the Car Club (who may pay an annual membership fee) are able to hire a car by the hour and/or by the mile, at rates that will be cheaper than hiring a car for a whole day.

7.104 Experience with Car Clubs show that they work at their most efficient and commercially effective when they can be associated with a combination of residential and non-residential land uses. Local employers can use Car Club cars as substitutes for their own pool cars. Residents tend to use Car Clubs most at evenings and weekends. These uses are complementary. Experience with Car Clubs in the UK indicates that every car provided by a Car Club could remove up to 10 privately owned cars from surrounding roads.

7.105 The larger Opportunity Sites within the AAP will be expected to bring forward Car Club proposals, coordinated with wider Travel Plan initiatives.

7.106 Car Clubs are usually run as commercial businesses, with four main providers in Britain at present. The Council will expect new developments to bring forward Car Club operations in such a way that the wider community will benefit, not only through open membership but also, if possible, through coordinated operations so that membership is inter-available between different cars in the town's Car Club network.

*Construction Traffic*

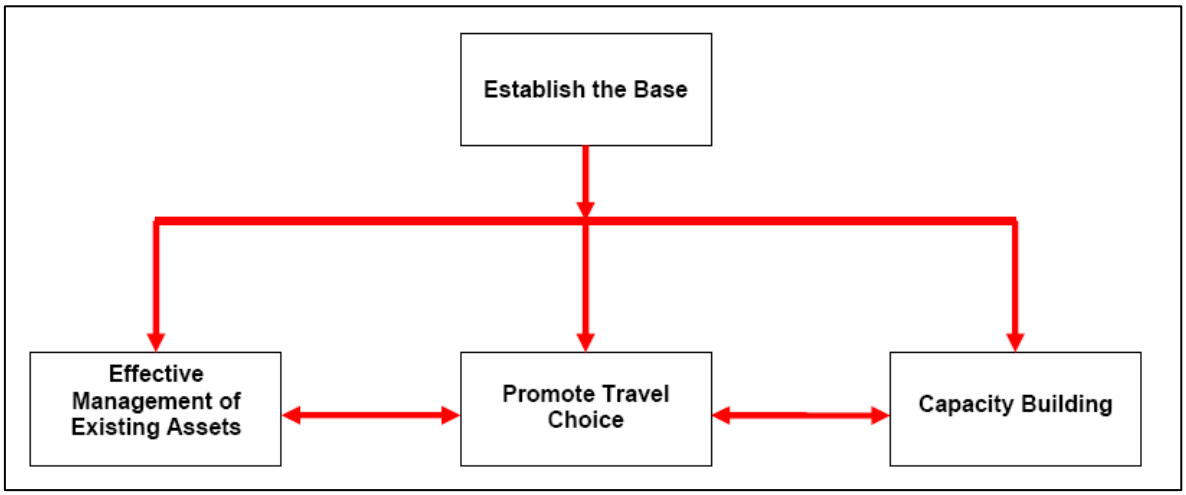
7.107 The level of development envisaged in the AAP will give rise to extensive construction activity, including construction traffic movement. It is important that any adverse impacts of such operations are properly mitigated to minimise disruption to people in the town and to the free flow of traffic.

7.108 The Council will expect construction traffic to be managed in accordance with approved Codes of Construction Practice and will encourage the operation of Considerate Contractor Schemes. The Council will also encourage coordination between concurrent developments so that potential impacts can be further reduced.

# 8 The Strategy

8.1 As set out in section 2 above, the transport strategy has four central themes:

- **Establish the Base**:
  Using the existing transport network base, with some enhancements, to facilitate early development;
- **Effective Management of Existing Assets**
  Getting the best use out of the transport network and other transport assets
- **Promoting Travel Choice**
  Securing a growing awareness programme that promotes information on all modes and travel options.
- **Capacity Building**:
  To build capacity in the transport network as a whole to facilitate further levels of development and enable more people to visit Bromley by a choice of means.




8.2 These themes then relate to activity in each of the three five year phases of the AAP. Within each phase, a variety of supporting transport measures will be required, some directly related to specific developments, some related to supporting development overall and others directed at the town's transport network as a whole.

8.3 The range of transport measures required for each phase and how they relate to proposed development is explained below and summarised in the "storyboards" in Appendix Five.

**Phase One**

8.4 In Phase One of the AAP, Site K (Westmoreland Road) has the most significant transport effect, in particular on the closure of the existing Council-owned multi-storey car park. Key transport measures in Phase One are outlined below.

8.5 Prior to the closure of Westmoreland Road car park, a number of mitigation measures will be required. These will include:

- A Parking Migration Strategy, which sets out how to manage the loss of car parking for both visitors and workers at Westmoreland Road. Specifically, this is likely to trigger a review of LBB staff parking across the town; more information about other car parks; and promotion of alternative means of travel.
- Pre-paid letter survey to users of the car park to ascertain what they are likely to do after closure of the car park
- Introduction of a town-wide Variable Message Sign (VMS) system to provide information on car park space availability for people driving into the town, with funding from the Site K development. This will enable people who would otherwise have parked at Westmoreland Road to find spaces in other car parks. This will also require a thorough review of town centre car park signing.
- Subject to further investigation, introduction of a Saturday Park & Ride scheme, based on the Christmas Park & Ride operation at Norman Park. This will compensate to some extent for the loss of Saturday shopper parking, bearing in mind the relative lack of spare parking capacity on Saturdays. The car park site is well related to approach routes for people who would naturally use the Westmoreland Road car park. Alternative parking arrangements may need to be found for existing users of Norman Park itself.

8.6 Development at Site A (Bromley North) should include improvement to access and interchange at the station to improve its operation as a key public transport hub and gateway. Interchange improvements should reflect the needs of both rail/bus and bus/bus interchange movements. Improved pedestrian road crossings, access and wayfinding between the town centre and Bromley North station should also be a priority, coordinated with potential street scene improvements in Bromley North Village.

8.7 Similarly, in support of development at Sites K (Westmoreland Road) and L (DHSS), works should be undertaken at and around Bromley South station to improve wayfinding and accessibility. This is likely to be a forerunner of more comprehensive improvements to this public transport hub at a later stage, in keeping with the station's current and future role a prime gateway to the town centre. Wayfinding proposals here should integrate with similar measures for the wider town centre.

8.8 A town-wide Travel Plan needs to be rolled out as early as possible in Phase One, towards which LBB will also need to commit to its own comprehensive Travel Plan for staff. The town-wide Travel Plan will need to be geared to the needs of both workers and other visitors, to promote access to Bromley by a choice of means and to support delivery of the "Ten in Ten" target. The particular emphasis will be to encourage fewer long stay single-occupancy car journeys – so that more parking spaces can be made available for town centre shoppers and other visitors.

8.9 A series of demonstration projects should be secured and implemented at an early stage. Experience with these demonstration projects should then be taken forward into a series of interventions that lead to step change quality improvements to access to the town by walking, cycling and public transport. These projects should act as examples of initiatives that will then need to roll out increasingly in later stages of the AAP. Examples are likely to include better pedestrian crossings, improved walk and cycle routes and better bus waiting areas and passenger information.

8.10 Changes in traffic patterns are likely as Phase One progresses. It will be necessary to keep traffic signal junction phasing under review to ensure new patterns are properly reflected.

8.11 This Phase should see introduction of a Car Club or clubs, at least in support of Site K. Car Clubs should be progressively introduced in the town centre from Phase One.

**Phase Two**

8.12 Phase Two of the AAP sees the greatest amount of new development of any one phase – in particular the first stage of development (residential and initial retail) at Site G (West of High Street).

8.13 For this phase of the transport strategy, the emphasis is placed on **capacity building**, so that the town's overall transport system is prepared to support both existing and future travel needs. Key measures to be implemented at this stage are outlined below.

8.14 Development at Site J and the first phase of Site G will need to be supported by full public transport gateway improvements at Bromley South Station. These will include comprehensive interchange improvements, wayfinding and full accessibility to the station including DDA compliance.

8.15 Station improvements will be also be supported by enhancements to walking and cycling routes and facilities building on the Phase One demonstration projects, as described in 8.10.

8.16 Alongside this a comprehensive programme of bus service improvements, including bus priority, better bus stop facilities and passenger information should be rolled out within the town centre. This will need to be supported by more thorough promotion of public transport services.

8.17 The significant increase in development seen within this phase will also require improved traffic management of the town centre. In particular the existing VMS system will need to be enhanced and critical junction improvements, in particular relating to the first stage of Site G will need to be completed.

8.18 Development at Site P (Sainsburys) will need to be well integrated to the continued street scene improvements in Bromley North Village.

8.19 Park & Ride based on a permanent site to the south of the town will be investigated, which would be supported by increased bus priority measures

to ensure a fast and reliable service. A new Park & Ride operation could be delivered by the end of Phase Two/early Phase Three.

8.20 A full commitment to a high profile town centre wide travel plan and associated Car Club is required in Phase Two in order to encourage mode shift from the private car to more sustainable means of travel. This will need to be supported by a continued commitment from the council. Town centre information points raising awareness of the travel plan and general town centre branding focussed on travel by more sustainable modes will support this.

8.21 It is intended that, by the end of Phase Two, the "Ten in Ten" target – to reduce the proportion of car trips by 10% - will have been achieved.

**Phase Three**

8.22 The key theme for Phase Three is sophisticated network management. The town's supporting transport network will be substantially in place by the beginning of Phase Three and, whilst further development will be taking place, the emphasis will be on better management of the network. Key interventions are summarised below.

8.23 By the end of the Phase Three all the bus priority, walking, cycling and traffic management measures will be in place to fully support the development in the town centre.

8.24 The key new intervention for this phase will be Comprehensive Intelligent Transport Systems (ITS) that will need to be in place to manage the town centre network including:

- VMS information on parking and incidents
- Real time public transport information at stops and at key locations in the town centre
- A comprehensive Urban Traffic Management and Control (UTMC) system to coordinate traffic signals and provide CCTV monitoring of the performance of the network

8.25 It is expected that the A21 Widening Scheme will be required in support of Phase Three of the AAP, so will need to be delivered prior to the opening of new retail development in that phase.

8.26 A comprehensive town centre wide car club and cycle hire will be in operation, supported by the town centre travel plan.

# 9 Targets and Monitoring

### Targets

9.1 Targets for the transport strategy follow on from the objectives outlined in Section 3, informed by the strategy elements proposed in Sections 7 and 8. These targets should be used to measure the success of the transport strategy.

9.2 Five specific targets have been identified for the transport strategy, namely:

- **Target 1:** Reduce the proportion of car use by 10% over ten years ("Ten in Ten"), ie by the end of AAP Phase Two;
- **Target 2:** To manage the level of traffic, so that the following traffic targets are not exceeded (compared with 2001 levels):
  - **-**1% up to 2011 (which is the Mayor of London's Transport Strategy target)
  - 0% up to the end of AAP Phase Two
  - +3% up to the end of AAP Phase Three
- **Target 3:** Delivery and Servicing Plan and Codes of Construction Practice to be approved for all new major developments prior to implementation;
- **Target 4:** A Parking Plan for implementation to be approved within 3 years.
- **Target 5:** A Town Centre wide Travel Plan to be implemented within 3 years and associated plans for new developments to be in place upon occupation

9.3 The table below relates these targets to the transport strategy's objectives set out in Section 3.

| Transport Strategy Objective | Related Target |
|---|---|
| **1:** To make best use of existing traffic and parking capacity | **1, 2, 3, 4 and 5** |
| **2:** To build further traffic capacity in support of new development | **2** |
| **3:** To ensure that changes to traffic levels can be accommodated and do not have a significant adverse operational impact | **2** |
| **4:** To seek to minimise the amount of additional highway traffic generated by the developments, subject to commercial viability considerations | **1, 2** |
| **5:** To encourage the greater use of public transport for accessing the town centre | **1** |
| **6:** To support walking and cycling for local access and travel within the town centre | **1** |
| **7:** To raise awareness of wider travel choice | **5** |
| **8:** To improve arrangements for deliveries and servicing | **3** |
| **9:** To enhance parking provision for longer stays by shoppers and visitors | **4** |
| **10:** To reduce the demand for long stay parking | **4, 5** |

9.4 Target 2 has been set with a 2001 base so that it is consistent throughout – for comparison purposes – with the Mayor's town centre traffic target. As set out in Section 4, traffic has already been reducing in the town centre. This does offer some headroom in the capacity of the town centre's traffic network for additional traffic. However, as time goes on, it will be increasingly important that effective promotion of all travel choices results in greater use of non-car modes.

9.5 For the AAP itself, it is proposed that the sole transport target is to be the level of traffic in the town centre (ie Target 2 above). If the socio-economic health indicators of the town show that other non-transport targets are being met without exceeding the traffic target, this is sufficient in transport terms.

**Monitoring**

9.6 It is important that monitoring is undertaken, both to determine whether targets are being met and to provide more general management information on the implementation and outworking of the transport strategy. It will be important to understand the effectiveness of different transport measures and how the planning of future transport interventions may need to be reviewed.

9.7 Monitoring against Target 1 (reduce the proportion of car use by 10% over ten years – "Ten in Ten") will be undertaken through town centre-based sample interview surveys of visitors to the town centre. Periodic qualitative surveys of town centre visitors will be necessary in support of the wider aims of the AAP and these surveys should include questions relating to access mode and aspects of customer satisfaction with travel to Bromley.

9.8 Target 2 (to manage the level of traffic, so that traffic targets are not exceeded) will be monitored using a cordon of traffic count sites. The Council has historically undertaken annual traffic counts at a range of sites around the Borough; the town centre cordon is currently provided by eight specific sites in and around the town centre.

9.9 For Target 3 (Delivery and Servicing Plan and Codes of Construction Practice to be approved for all new major developments prior to implementation), Target 4 (a Parking Plan for implementation to be approved within 3 years) and Target 5 (a Town Centre wide Travel Plan to be implemented within 3 years) it will be specifically beholden on the Council to ensure that these requirements are delivered.

9.10 There will also be a need to monitor wider aspects of the town centre transport strategy, but this will be for operational and transport planning reasons: it will be necessary to obtain snapshots of travel behaviour and to understand how effective different transport interventions have been. However, such monitoring will be in addition to what will be required for monitoring the AAP and monitoring the specific targets above. This monitoring which, where appropriate, will be undertaken in partnership with relevant stakeholders, is likely to include:

- Bus passenger demand to/from town centre;
- Station use at Bromley North and Bromley South;
- Pedestrians crossing town centre cordon;
- Cyclists crossing town centre cordon;

- Car Clubs: number of cars in operation, number of Car Club members;
- Car occupancy in cars crossing cordon;
- Parking demand and occupancy (off and on street); and
- Qualitative issues – gathering perceptions of Bromley town centre's transport offer through opinion questionnaires.

## 10 Implementation and Delivery

### Developing the Programme

10.1 The Investment Programme required to deliver the AAP has been identified specifically to support the scale and size of the developments proposed, with regard to their predicted impact on the road network, the local environment and quality of life within the Town Centre. The Programme represents an integrated and deliverable range of projects, which have been prioritised to take into account the planned phasing of developments, the timescale to prepare and implement these works and the strategies needed to mitigate potential impacts.

10.2 Bromley Council is accountable for the delivery of this Programme. The Programme has a critical role to play in meeting the Council's aspiration for development through the AAP process and the growing transport needs to sustain the size and scope of that development. Both developers and other partners (such as Transport for London and Network Rail) have important contributions to make to ensure that the Programme is developed and delivered.

10.3 The Delivery Plan supporting the Investment Programme will need to be developed up in detail in partnership with the relevant stakeholders. The Delivery Plan should be a dynamic document that can respond to changing circumstances across the life of the AAP, so that the required transport interventions can be delivered in a timely and effective manner.

10.4 The process of establishing, reviewing, planning and prioritising suitable financing plans for the delivery of the programme is one that must be undertaken at regular intervals to ensure proper progress is made in support of the AAP's delivery objectives. Specific measures within the programme can then be timed and designed to respond to changing circumstances, as identified through monitoring (Section 9 refers).

### Investment Programme Structure

10.5 The AAP has a 15 year life span and is planned to bring forward developments in three five year phases. The Investment Programme will need to be linked to the level of investment that is required to deliver the plan programme through each of the three phases. Funding will also be needed for studies and other advanced works to support implementation of the key elements of the transport strategy.

### Who pays and how?

10.6 It is anticipated that investment will be sought from a number of contributors from both the private and public sector, and from organisations large and small. It is planned to secure funding through the public sector through the normal bid process to Transport for London; investment from Network Rail and the train operating companies for rail and station improvements; and Bromley Council as the local authority and the owner of some of the developments sites.

10.7 The Council will seek private sector developers' contributions towards the overall implementation of the strategy through two specific mechanisms:

- Where the need for specific transport interventions arises directly from a particular development, those measures will be secured and funded through s106 agreements; and
- Where transport interventions are needed by a number of separate developments, contributions will be made into a single funding pot. The mechanism for this will either be through a locally adopted transport scheme tariff or, once the necessary legislation is in place, a Community Infrastructure Levy.

**Effective management of existing assets**

10.8 A key element of the AAP is to promote sustainable development and therefore a key priority will be to utilise and manage the existing highway infrastructure assets and the existing parking stock effectively. Priority will be given to utilising and enhancing these assets before investment in any capacity building in these areas.

**The Investment Programme**

10.9 The Investment Programme consists of eight elements. Appendix Eight provides outline budget costs for different transport measures under those headings, including potential funding sources. This includes an identification of how developer funding might need to be split between s106 contributions and a funding stream through a tariff or CIL.

10.10 The eight elements of the Investment Programme are summarised below:

1. ***Annual Programmes***
   Bromley Council invests significant amounts in the transport infrastructure either from its own funds or through funds secured through the bidding process to the Mayor of London and Transport for London.

   The future programme of works will include bus priority measures, the upgrading and maintenance of the infrastructure including traffic signals and bus shelters. In order to promote more sustainable forms of transport the provision of new and improved cycle and walking routes will be required. Some of this work will be contained within the Area Action Plan but there is a need to improve the cycling and walking facilities on the radial routes and approaches to the town centre to encourage residents within this catchment area to use sustainable modes.

2. ***Variable Message Signs and Traffic Information***
   A fundamental part of transport strategy is to promote choice for all visitors to the town centre. The promotion of choice will be enhanced by the provision of variable message signs and traffic information systems on the public highway to provide information for motorists. It is proposed that these systems are funded by developers and owners of existing car parks, along with Bromley Council and TfL as the Highway Authorities.

   Passenger information at train stations and bus stops will be improved to provide timely and reliable information for travellers. It is anticipated that these works will be funded by the rail and bus operators. In addition it is planned that public transport information will prominently displayed in all major shopping developments to promote public transport. These works

will be funded by the developers.

3. ***Public Realm and Environmental Improvements***
   A major element of the AAP is to improve the quality of the public realm and to enhance the appearance of the urban landscape in the town centre. The Council as the highway and traffic authority will bring forward schemes to improve the public realm in Bromley North village. Other improvements to public realm including the creation of new public squares will come forward in association with development proposals. Improvements to the forecourts of Bromley North and South railway stations will be a requirement of the development of these sites.

4. ***Improvements to public car parking and the provision of public car parking on and off street***
   The existing multi-storey car parks will be upgraded by the owners over the life of the plan. The provision of new public parking places within new developments will be designed to a higher standard to enhance the experience to meet the growing expectation of the customer.

   Changes to on street parking controls within the existing controlled parking zone will have to be introduced through the life of the plan to adjust and manage the parking stock available on street. It is anticipated that the CPZ area will have to be extended with the introduction of new controls to restrict the opportunity of residents in new residential development to park on street. It is planned that the developers of these sites will contribute to the introduction of these new restrictions.

5. ***Rail & Bus Improvements funded by partners***
   The train operating companies and the bus companies are essential partners in improving access to the town centre. Bromley town centre already is one of the most accessible locations by public transport. The Council continues to work with partners to improve the frequency and quality of the journey by public transport.

6. ***Promotional Programmes, Travel Plans and Delivery & Servicing Plans***
   A key element of the Transport Strategy are our plans to work with all local businesses and residents in the AAP area to promote and develop sustainable travel options to single occupancy car use. It is anticipated that these plans will be developed and implemented throughout the life of the AAP.

   Developers will be expected to implement supporting measures from their own travel plans, as well as participating in the town-wide travel plan. Similarly, they will be expected to bring forward Delivery & Servicing Plans in respect of their logistics needs.

7. ***Car Clubs***
   Car clubs will be an essential element of all the residential developments in the town centre. It is anticipated that car clubs will be set up and funded by the developers.

8. ***Major Projects and investment in highway network***
   Capacity Building: In order to accommodate all the development proposed over the lifetime of the plan there will be a need to build new capacity on

the highway to cope with the demands for access to the town centre.

Major Projects: The A21 Widening Scheme needs to be developed up in good time to cope with the pressures that will arise from the developments in Phase 3. A Park & Ride scheme, based on a permanent site will be investigated fully and, subject to a deliverable scheme being possible, would also be appropriate in support of the transport strategy for the town.

Work will need to start in the planning, design and the application of statutory powers so that start of work on these schemes does not delay commencement of construction of the developments.

The proposed extension of the tram system from Beckenham Junction to Bromley South and onto Bromley North and the separate investigation of improvements of the link from Bromley North through to Grove Park and beyond will be constructed at or around the end of the plan period because of the planning and statutory processes that are required for the development and implementation of such schemes in this country. Preliminary work and further studies will need to be undertaken to develop the business case for these works.

**Construction and mitigation works**

10.11 Inevitably, there will be localised disruption during the demolition and construction phase of these developments. The Council will put in place measures to deal with the construction activities and other mitigation measures to accommodate any loss of parking during this period, including use of a VMS system to assist drivers to make informed choices.