

## REPORT TO CABINET

Title: **LOCAL TRANSPORT PLAN – ANNUAL PROGRESS REPORT 2008/09**

Date: 17 December 2009

Member Reporting: Councillor Rayner – Lead Member for Highways and Streetcare

Contact Officer(s): Gail Kenyon – Planning Infrastructure and Transport Policy Manager (01628 796157)

Wards affected: All wards

### 1. SUMMARY

- 1.1 The Local Transport Plan Annual Progress Report for 2008/09 sets out how the Royal Borough of Windsor and Maidenhead is delivering its Local Transport Plan (2006-11) and quantifies progress towards national and local transport targets. The full document is available in the Group Rooms, Members Room, on the Council's Web Site, and from Democratic Services (Appendix 1).
- 1.2 Capital investment has grown from less than £3 million in 2006/07 to more than £4.6 million in 2008/09. Revenue spend has also increased, particularly in areas of high priority, such as routine maintenance and public transport provision.
- 1.3 The Borough has ensured that sufficient resources are available to cope with the additional work, and has tightened programme management processes. This has enabled stretch targets for expenditure and programme delivery to be achieved in each of the last three years.
- 1.4 In terms Local Transport Plan delivery, highlights from 2008/09 included:
- 22.4 miles of main roads were resurfaced / treated (see Appendix 1, p13);
  - 645 streetlights were replaced with modern, low-energy units (see Appendix 1, p14);
  - Major drainage works completed in areas affected by July 2007 floods (see Appendix 1, p18);
  - The Maidenhead bus network was successfully retendered (see Appendix 1, p13);
  - Works to Maidenhead High Street reduced congestion and delay for buses (see Appendix 1, p17);
  - Over 7,000 pupils took part in Walk to School Week (see Appendix 1, p11);
  - 27 schools signed up to the Council's School Travel Reward Scheme (see Appendix 1, p11);
  - Local schools won three out of six Berkshire School Travel Excellence Programme Awards (see Appendix 1, p13).
- 1.5 The Borough has made good progress in working towards both national and local targets and in tackling some key transport challenges. Highlights include:

- The Council is on track to achieve targets for the condition of principal and non-principal roads, which are now of a 'good' standard.
- The Borough remains on track to better national targets for casualty reduction.
- Car crime has fallen significantly.
- Targets for bus patronage have been achieved ahead of schedule. Stretch targets have now been set
- Traffic growth is being contained within the urban areas where flows are currently below anticipated trajectories.

1.6 Challenges remain around:

- Maintaining good progress in reducing the number of people killed or seriously injured in road traffic crashes.
- Tackling peak hour congestion, particularly in relation to the school run.
- Increasing levels of walking and cycling.
- Reducing traffic emissions to improve air quality
- Preparing for the 2012 Olympic and Paralympic Games.

1.7 Major scheme bids for the Windsor and Eton Relief Road Maintenance Scheme and the Windsor Transport and Parking Scheme were submitted as part of the 2008 Regional Funding Allocation Refresh. Both bids were successful and each was awarded £5 million.

## 2. RECOMMENDATION

**That the Local Transport Plan Annual Progress Report for 2008/09 be approved for submission to the Government Office for the South East and the South East England Partnership Board, and that any final changes be delegated to the Head of Planning and Development in consultation with the Lead Member for Highways and Streetcare.**

What will be different for residents as a result of this decision?
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Local residents benefit from better maintained infrastructure, improved road safety, reduced levels of traffic congestion, improved access to every day services and improved environmental quality.
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## 3. SUPPORTING INFORMATION

### Background

3.1 The Local Transport Plan (LTP2) sets out the Borough's 5-year strategy and implementation plan for transport and highway works in the Royal Borough of Windsor and Maidenhead, covering the period from 2006/07 to 2010/11. It seeks to address key transport issues and challenges identified through monitoring, technical assessment and public consultation. It has been assessed and rated as "Good" by Government.

**3.2** The budget is based around delivery of the targets set out in LTP2, which is set within the context of the Borough's Community Strategy (2007-13). The Community Strategy aims to address priorities highlighted by residents and other stakeholders including:

- reduced crime levels
- improved facilities for children and young people
- reduced speed of traffic
- improved road safety
- better car parking
- better local public transport
- reduced traffic/congestion

**3.3** The Local Transport Plan has direct links with the Sustainable Environment Ambition Group, but also feeds into the other groups as and when required. The LTP2 identifies how we intend to improve local transport infrastructure and services, tackling those issues that have been identified through consultation as being important to our local communities. These priorities include:

- Improving road maintenance;
- Safer roads, with fewer deaths and injuries from crashes;
- Tackling crime and disorder;
- Reducing congestion (and tackling the school run in particular);
- Improving access to town centres and promoting travel choice.

It also seeks to support the work of other service areas within the Council, as well as external partner agencies.

**3.4** The LTP2 has been progressed through a Project Board with membership drawn from across the authority's service areas. Additionally, we have sought to engage neighbouring local authorities on cross-boundary issues and other key stakeholders.

**3.5** The resulting strategy seeks to tackle important local issues with an emphasis on making the best possible use of existing infrastructure and services, while delivering the greatest return from any investment in new infrastructure.

**3.6** The Annual Progress Report is the main tool used by local authorities to document progress in delivering the Local Transport Plan. Previously, Government required local authorities to submit Annual Progress Reports, setting out in detail how they had delivered their transport strategies and programmes over the previous financial year. These reports were then assessed and used to determine LTP funding allocations, with elements of reward funding for good performance. In order to give local authorities greater security over funding and enable forward planning with more certainty, LTP allocations have now been confirmed up to the end of the current plan period, and no further reward funding is available for the next two years.

**3.7** Funding allocations and assessment procedures for the next round of Local Transport Plans have yet to be determined, although it is likely that regional bodies will be given a greater input in determining how funds will be allocated across the various authorities in the South East. The Royal Borough has recently been successful in securing £10 million for the Windsor and Eton Relief Road Maintenance

Scheme and the Windsor Transport and Parking Scheme. Feedback from the South East England Partnership Board made it clear that demonstrating strong performance in delivery of LTP strategy and capital expenditure was critical in influencing their decision to support the proposals and would remain a key consideration for the allocation of future LTP and major scheme funding. This means that the Annual Progress Report still has an important role to play.

- 3.8** Appendix 2 provides further information on our achievement with respect to delivery of the LTP Strategy and Capital Programme in 2008/09, and our progress towards LTP targets. Appendix 3 contains further details of the successful Major Schemes Bids that were submitted in 2008.

#### *Moving Forward*

- 3.9** While the Borough has made good progress in terms of delivering the LTP Capital Programme, there is still scope for improvement and opportunities to target expenditure more effectively to meet targets.
- 3.10** The latest road casualty data suggests that there has been a recent increase in the number of adults and children killed or seriously injured in road traffic crashes. Analysis of the contributory factors has highlighted areas where further work should be focused, such as: drink driving; seat belts; and motorcyclists.
- 3.11** Bus punctuality remains an issue. Punctuality Improvement Partnerships are being developed with local bus operators. As part of this work, the Council needs to identify and address causes of delay to buses across its road network.
- 3.12** The Council has started making better use of 'Smarter Choices' initiatives, such as travel information and advice, awareness campaigns, education programmes, travel plans and integrated ticketing solutions, which can have a significant impact on travel choices and behaviour. These measures effectively complement improvements to transport infrastructure and networks.
- 3.13** 75% of the Borough's state schools are now covered by School Travel Plans and the Council hopes to achieve 100% by the end of 2009/10 as well as engaging our 19 local independent schools. The latest School Census results suggest that the rise in car use for the school run has been halted and has begun to reduce. The challenge will be to maintain this progress, encouraging schools to implement their travel plans and to encourage more children to walk and cycle to school.
- 3.14** The Royal Borough has been successful in securing Workplace Travel Plans through the planning system. The challenge now is to ensure that these are effective and that the plans are delivering their targets. The Council has also started to develop a Travel Plan for its own staff and members. The Travel Plan is due to be launched towards the end of 2009.

## 4. OPTIONS AVAILABLE AND RISK ASSESSMENT

### 4.1 Options

	<b>Option</b>	<b>Comments</b>	<b>Financial Implications</b>
1.	Accept the recommendations in this report <b>Recommended</b>	Publication of the Annual Progress Report is a key mechanism for informing residents and stakeholders as well as supporting bids for government funding	Possible future government grant funding opportunities and increased LTP settlement.
2.	Accept the report subject to modifications	Members may wish to amend parts of the Annual Progress Report on points of detail before it is published and submitted to government.	Possible future government grant funding opportunities and increased LTP settlement.
3.	Reject the report	Members may wish not to publish the report nor submit the document to government.	Possible loss of future grant funding opportunities and decrease in settlement. Possible effect on our LAA progress as the LTP contributes to this, thus possible loss of future reward funding.

### 4.2 Risk assessment

4.2.1 There are a number of key risks, which may affect implementation of the LTP in the remaining years of the plan period. Please refer to Appendix 1, para. 5.2. The headline risks are:

- Achieving LTP Targets – Mitigating Measure: Ensure that the Capital Programme is prioritised to address areas of weak performance.
- Achieving budget spend – Mitigating Measure: Ensure resources are available to deliver the Capital Programme
- Achieving scheme delivery - Mitigating Measure: Ensure resources are available to deliver the Capital Programme

## 5. CONSULTATIONS CARRIED OUT

5.1 Discussions with the LTP Project Board (internal management team) have taken place to compile this report.

## 6. COMMENTS FROM THE OVERVIEW AND SCRUTINY PANEL

6.1 The report will be taken to the 10 November meeting of the Planning and Environment Overview and Scrutiny Committee.

## 7. IMPLICATIONS

7.1 The following implications have been addressed where indicated below.

Financial	Legal	Human Rights Act	Planning	Sustainable Development	Diversity & Equality
✓	✓	✓	✓	✓	✓

Background Papers:

Local Transport Plan – Annual Progress Report 2008/09

Local Transport Plan 2006-11

## Local Transport Plan 2006-11

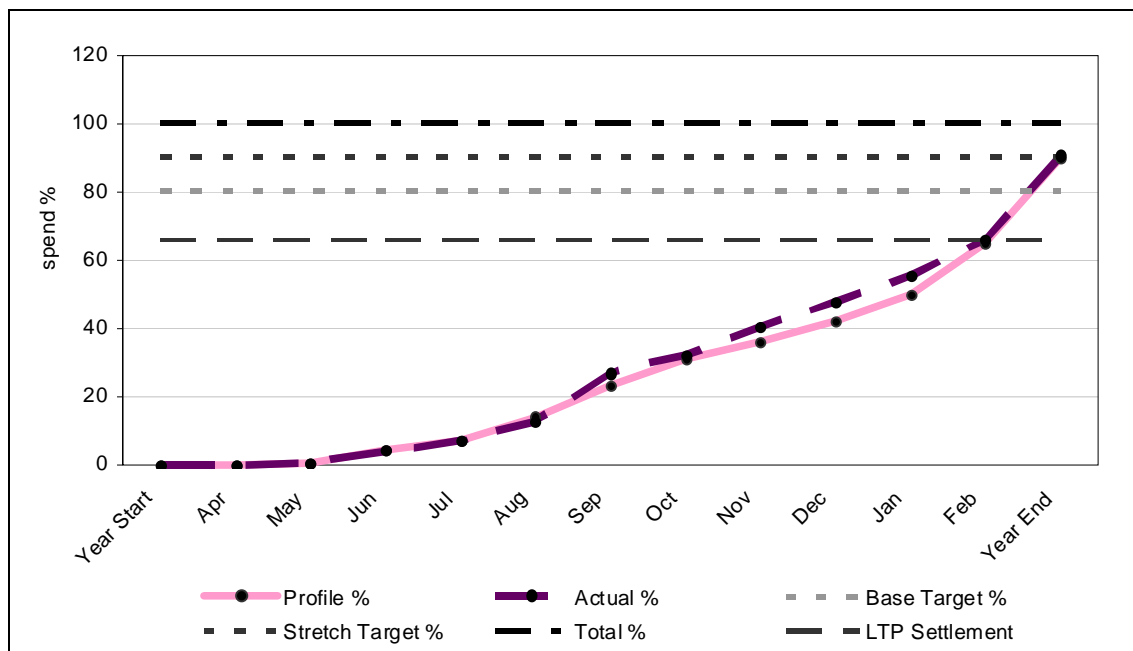
### Achievement and Progress towards targets

#### Programme Delivery

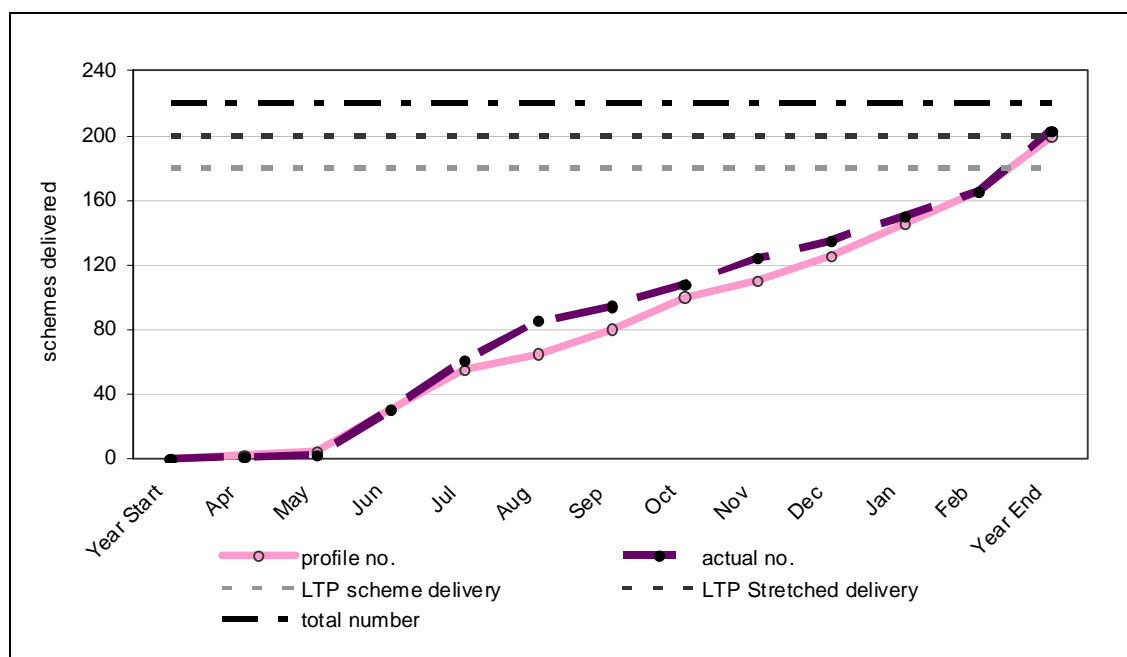
We have significantly expanded our capital programme; from less than £3 million in 2006/07 to more than £4.6 million in 2008/09. Revenue spend has also increased, particularly in areas of high priority, such as delivering improved routine maintenance and public transport provision.

With expanded capital programmes come additional challenges in terms of delivery. The Borough has ensured that sufficient resources are available to cope with the additional work, and has tightened programme management processes. Prior to LTP2, around 80% of schemes programmed at the start of the year were progressed to completion. For 2006/07, stretch targets of 100% for spend and scheme delivery, was achieved. Despite increasing expenditure significantly in 2007/08 and again in 2008/09, stretch targets for expenditure and programme delivery were achieved in both years.

Figure 1: Expenditure Profile 2008/09



**Figure 2: Scheme Delivery Profile 2008/09**



### ***Delivery of LTP Strategies***

The Borough and its partners have delivered numerous initiatives, which form part of an integrated strategy for delivering LTP objectives and targets. Some of the key measures include:

- The Borough has increased expenditure on carriageway maintenance from £750,000 in 2006/07 to £1.372 million in 2008/09. Nearly 37km of carriageway were resurfaced/treated last year, helping the Borough main roads to reach a 'good' standard as specified by the Department for Transport.
- 650 street lighting columns were replaced in 2008/09 with modern low-energy units, which has not only reduced the number of obsolete/older columns, but has also helped us to reduce our CO<sup>2</sup> emissions.
- Major works were completed at Clare Road and A4 Bath Road/Highway Avenue to address critical issues affecting the drainage systems in these locations, which were highlighted by the floods of July 2007.
- The Council financially supports 9 local bus services, with patronage on these services showing significant and sustained year-on-year growth. The Maidenhead network of services was successfully retendered in January 2009.
- The Market Street bus stop traffic management scheme has helped to significantly reduce traffic congestion and delays for buses in Maidenhead town centre.
- Over 7,000 pupils took part in Walk to School events in each of the last three



years, with some schools encouraging over 90% of pupils to walk to school.

- The School Travel Reward Scheme (STaRS) was significantly improved and expanded in 2008/09 to make it one of the most comprehensive schemes of its type in the UK. STaRS incentivises local children to regularly walk or cycle to school with rewards of fun and healthy activities at local sports clubs leisure centre. 27 schools took part in 2008/09 and the scheme has been adopted by other authorities as an example of best practice.
- Borough schools won three out of the six Berkshire wide STEP awards in recognition of their efforts in delivering their School Travel Plans and encouraging more children to walk and cycle to school.

### ***Progress Towards Targets***

The Borough actively monitors and manages progress towards national and local targets. In addition to the annual monitoring and reporting process, the Council prepares monthly monitoring and exceptions reports. These provide regular snapshots of progress throughout the year and provide an early warning where progress is found to be significantly different from what is expected. This flags up anomalies that may merit further targeted work.

The Borough has made good progress in working towards both national and local targets. Highlights include:

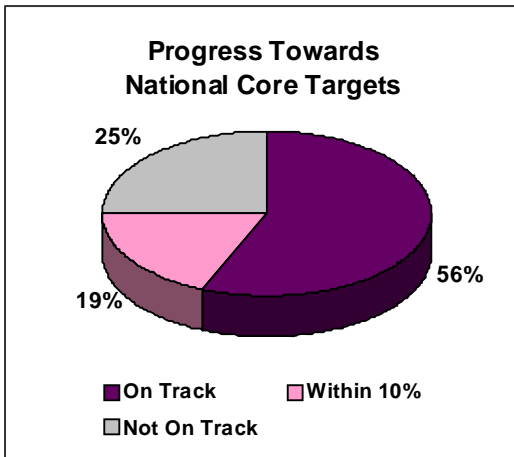
- Substantial additional investment in maintenance programmes has reversed the deterioration in the condition of principal roads and put the Borough on track to achieve targets for the condition of both principal and non-principal roads.
- The Borough is on track to better national targets for casualty reduction.
- Bus patronage levels have exceeded all expectations, with a 36% increase in the first three years of LTP2 alone, surpassing levels required to achieve both LTP2 and Local Area Agreement targets. Stretch targets have now been set
- Street lighting operation has continued to deliver performance in excess of target thresholds, with over 99% of streetlights operating as planned in 2008/09.
- Traffic growth is being contained within the urban areas where flows are currently below anticipated trajectories.

Where targets are not on track, a comprehensive package of mitigation measures has been identified that should help to restore progress. Highlights of these are identified in Appendix 1 page 31.

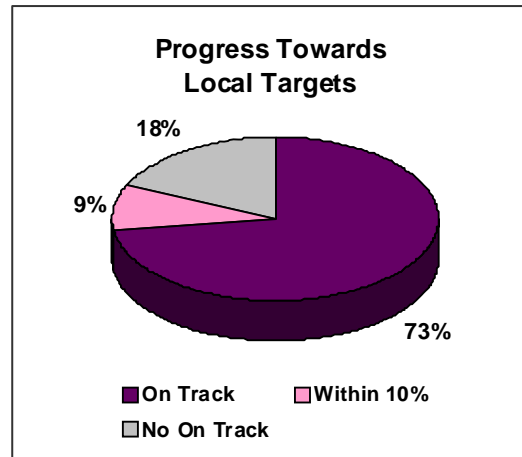
**Table 1: Progress towards Targets**

	<b>On Track</b>	<b>Within 10%</b>	<b>Not On Track</b>
<b>Core Targets</b>	9	3	4
<b>Local Targets</b>	8	1	2

**Figure 3**



**Figure 4**



## **Major Schemes Bids**

### **Windsor Parking and Transport Scheme**

Following the decision not to proceed with the Park and Ride scheme serving the Windsor and Eton Relief Road corridor, the Royal Borough has been working closely with the South East England Partnership Board to develop an alternative package of measures that could be submitted as a revised Major Scheme bid to deliver the benefits of the Windsor Park and Ride in a different way. This new package includes:

- Enhancements to existing park and ride facilities;
- Creation of new park and ride facilities to the west and south of the town;
- Bus priority measures at key junctions;
- Improved access for pedestrians and cyclists;
- Expansion of/improvements to existing town centre car parks;
- Comprehensive branding for car parks;
- Changes to parking regimes;
- Real-time information on congestion and parking;
- Reconstruction of the Clarence Road roundabout.

### **Windsor and Eton Relief Road Maintenance Scheme**

The Council submitted a major scheme bid in conjunction with Slough Borough Council for a comprehensive maintenance scheme to address issues affecting the A332/A355 Windsor and Eton Relief Road. The scheme includes the following measures

- Bridge parapet replacement;
- Safety barrier replacement;
- Bridge deck waterproofing and joint replacement;
- Street lighting replacement; and
- Carriageway resurfacing.

Major Scheme bids were submitted as part of the 2008 Regional Funding Allocation refresh, which is the review process for committed Major Schemes across the region. Both schemes were subsequently approved; with the Royal Borough managing secure a total of £10 million through an innovative LTP virement process.

# Royal Borough of Windsor and Maidenhead Local Transport Plan 2006 to 2011

## LTP Progress Report



(October 2009)

Planning Infrastructure and Transport Policy  
Planning and Development  
Royal Borough of Windsor and Maidenhead  
York Stream House  
St Ives Road  
Maidenhead  
SL6 1QS





# Local Transport Plan: Progress Report 2009

## 1. Introduction

- Background
- About the Local Transport Plan

## 2. Delivery of the LTP Programmes

- Sources of LTP Investment
- Capital Programme
- Revenue Programme
- Use of Resources
- Programme Management

## 3. Implementation of the LTP Strategies

- Review of Transport Issues & Priorities
- Contributions to LTP Objectives
- Contribution to Wider Objectives
- Case Studies
- Major Schemes

## 4. Progress Towards Targets

- Review of Targets
- Progress Towards Core Targets
- Progress Towards Local Targets

## 5. Moving Forward

- Lessons Learned
- Risk Assessment
- Mitigation Measures
- Future Year Programmes

## Glossary

**Annex A: Network Management Report**

**Annex B: Asset Management Report**

**Annex C: Air Quality Action Plan Report**

**Annex D: Milestones Statement and Public Rights of Way  
Improvement Plan Review (2008-2009)**

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## Executive Summary

### Introduction

This document provides a report on how the Royal Borough of Windsor and Maidenhead is progressing with regard to delivery of its second Local Transport Plan and progress towards national and local transport targets.

The Borough is proud of what it has achieved with its Local Transport Plan, which was assessed as 'good' by the Department for Transport. Over the first three years of the Plan period, we have significantly increased investment in transport infrastructure and services and improved programme management procedures to deliver a greatly increased work programme. This is already having tangible results in terms of improving the quality and performance of our transport networks.

### Programme Delivery

We have significantly expanded our capital programme; from less than £3 million in 2006/07 to more than £4.6 million in 2008/09. Revenue spend has also increased, particularly in areas of high priority, such as delivering improved routine maintenance and public transport provision.

With expanded capital programmes come additional challenges in terms of delivery. The Borough has ensured that sufficient resources are available to cope with the additional work, and has tightened programme management processes. Prior to LTP2, around 80% of schemes programmed at the start of the year were progressed to completion. For 2006/07, stretch targets of 100% for spend and scheme delivery were achieved. Despite increasing expenditure significantly in 2007/08 and again in 2008/09, stretch targets for expenditure and programme delivery were achieved in both years.

### Delivery of LTP Strategies

The Borough and its partners have delivered numerous initiatives, which form part of an integrated strategy for delivering LTP objectives and targets. Some of the key measures include:

- The Borough has increased expenditure on carriageway maintenance from £750,000 in 2006/07 to £1.372 million in 2008/09. Nearly 37km of carriageway were resurfaced / treated last year, helping the Borough's main roads to reach a 'good' standard as specified by the Department for Transport.
- 650 street lighting columns were replaced in 2008/09 with modern low-energy units, which has not only reduced the number of obsolete / failed columns, but has also helped us to reduce our CO<sub>2</sub> emissions.
- Major works were completed at Clare Road and A4 Bath Road / Highway Avenue to address critical issues affecting the drainage systems in these locations, which were highlighted by the floods of July 2007.
- The Council financially supports 9 local bus services, with patronage on these services showing significant and sustained year-on-year growth. The Maidenhead network of services was successfully retendered in January 2009.
- The Market Street bus stop traffic management scheme has helped to significantly reduce traffic congestion and delays for buses in Maidenhead town centre.
- Over 7,000 pupils took part in Walk to School events in each of the last three years, with some schools encouraging over 90% of pupils to walk to school.
- The School Travel Reward Scheme (STaRS) was significantly improved and expanded in 2008/09 to make it one of the most comprehensive schemes of its type



in the UK. STaRS incentivises local children to regularly walk or cycle to school with rewards of fun and healthy activities at local sports clubs leisure centre. 27 schools took part in 2008/09 and the scheme has been adopted by other authorities as an example of best practice.

- Borough schools won three out of the six Berkshire STEP awards in recognition of their efforts in delivering their School Travel Plans and encouraging more children to walk and cycle to school.

## Major Schemes

*Windsor Parking and Transport Scheme* – Following the decision not to proceed with the Park and Ride scheme serving the Windsor and Eton Relief Road corridor, the Royal Borough has been working closely with the South East England Partnership Board to develop an alternative package of measures that could be submitted as a revised Major Scheme bid to deliver the benefits of the Windsor Park and Ride in a different way. This new package includes:

- Enhancements to existing park and ride facilities;
- Creation of new park and ride facilities to the west and south of the town;
- Bus priority measures at key junctions;
- Improved access for pedestrians and cyclists;
- Expansion of / improvements to existing town centre car parks;
- Comprehensive branding for car parks;
- Changes to parking regimes;
- Real-time information on congestion and parking;
- Reconstruction of the Clarence Road roundabout.

*Windsor and Eton Relief Road Maintenance Scheme* - The Council submitted a major scheme bid in conjunction with Slough Borough Council for a comprehensive maintenance scheme to address issues affecting the A332/A355 Windsor and Eton Relief Road. The scheme includes the following measures

- Bridge parapet replacement;
- Safety barrier replacement;
- Bridge deck waterproofing and joint replacement;
- Street lighting replacement; and
- Carriageway resurfacing.

Major Scheme bids were submitted as part of the 2008 Regional Funding Allocation refresh, which is the review process for committed Major Schemes across the region. Both schemes were subsequently approved; with the Royal Borough managing secure a total of £10 million through an innovative LTP virement process.

## Progress Towards Targets

The Borough actively monitors and manages progress towards national and local targets. In addition to the annual monitoring and reporting process, the Council prepares monthly monitoring and exceptions reports for internal use. These provide regular snapshots of progress throughout the year and provide an early warning where progress is found to be significantly different from that which is expected. This flags up anomalies that merit further investigation and highlights areas where resources should be targeted.

The Borough has made good progress in working towards both national and local targets along with some challenges:

Highlights include Good Progress:

- Substantial additional investment in maintenance programmes has reversed the deterioration in the condition of principal roads and put the Borough on track to achieve targets for the condition of both principal and non-principal roads.
- The Borough is on track to better national targets for casualty reduction.
- Bus patronage levels have exceeded all expectations, with a 36% increase in the first three years of LTP2 alone, surpassing levels required to achieve both LTP2 and Local Area Agreement targets. Stretch targets have now been set
- Street lighting operation has continued to deliver performance in excess of target thresholds, with over 99% of streetlights operating as planned in 2008/09.
- Traffic growth is being contained within the urban areas where flows are currently below anticipated trajectories.

Challenges remain around:

- Reducing congestion around School Travel through engaging all schools in School Travel Plans by 2010
- Reducing car crime
- Reducing congestion
- Improving Air Quality due to NO<sup>2</sup> emissions

### **Moving Forward**

The Council has started making better use of 'Smarter Choices' initiatives, such as travel information and advice, awareness campaigns, education programmes, travel plans and integrated ticketing solutions, which can have a significant impact on travel choices and effectively complement improvements to transport infrastructure and networks.

75% of the Borough's state schools are now covered by active School Travel Plans and the Council hopes to achieve 100% by the end of 2009/10 as well as engaging local independent schools. Schools with existing Travel Plans are being encouraged to keep them live through the Berkshire School Travel Excellence Programme (STEP), which is an accreditation and rewards scheme. Three schools are participating so far – the challenge will be to encourage more schools to participate. The latest School Census results suggest that the rise in car use for the school run has been halted and reversed. We need to maintain this trend.

The Royal Borough has been successful in securing Workplace Travel Plans through the planning system. The challenge now is to ensure that these are effective and that the plans are delivering their targets. A monitoring process has been developed in association with the other Berkshire authorities and has been successfully tested. This will now be rolled out to other established workplace travel plans.

The Council has also started to develop a Travel Plan for its own staff and members and has taken advantage of free consultancy support from the Energy Savings trust to undertake a Fleet Management Review. The Travel Plan is due to be launched towards the end of 2009.



## 1. Introduction

### 1.1 Background

As part of an on-going strategy of engagement with local residents, elected members, key delivery partners and other stakeholders, the Royal Borough of Windsor and Maidenhead publishes annual progress reports on delivery of our second Local Transport Plan (LTP2)

This process enables the Council not only to assess our progress in meeting our LTP objectives and targets, but also to consider any opportunities or threats to effective delivery in the remainder of the five-year plan period. In particular, the report reviews risks to delivery, and identifies mitigating actions required.

### 1.2 About the Local Transport Plan

Our second Local Transport Plan represents a 5-year strategy and implementation plan for transport in the Royal Borough of Windsor and Maidenhead, covering the period from 2006/07 to 2010/11. It sets out how we intend to work towards achieving the Borough's long-term vision for transport developed in association with local stakeholders, namely:

#### Local Transport Plan Vision

*"To ensure that residents, businesses and visitors have:*

- A safe, efficient and well-maintained transport system;
- Straightforward access to everyday services and facilities; and
- A genuine choice in how they access these services and facilities."

The LTP is set within the context of the Borough's Community Strategy (2007-2013). The Community Strategy aims to address priorities highlighted by residents and other stakeholders including:

- reduced crime levels
- improved facilities for children and young people
- reduced speed of traffic
- improved road safety
- better car parking
- better local public transport
- reduced traffic/congestion

The Community Partnership brings together representative from the public, private and voluntary sectors to oversee delivery of the Community Strategy. Following a restructure in 2008, a series of Ambition Groups have been established to deliver the key themes of the partnership:

- Supporting Children and Young People
- Supporting Adults and Older People
- Safer and Stronger Communities
- A Thriving, Cleaner, Greener Borough

The Local Transport Plan has direct links with the Sustainable Environment Ambition Group, but also feeds into the other groups as and when required.

The LTP identifies how we intend to improve local transport infrastructure and services, tackling those issues that have been identified through consultation as being important to our local communities. It also seeks to support the work of other service areas within the Council, as well as external partner agencies.

The LTP has been progressed by a project board with membership drawn from across the authority's service areas. This in turn is coordinated by a programme board comprising senior management representatives from the affected service areas.

We have sought to engage neighbouring local authorities on a variety of cross-boundary issues both on an individual basis and collectively through groups such as the Berkshire Strategic Transport Forum. We have also worked with a variety of key stakeholders, including: schools and colleges; healthcare providers; the police; strategic road and rail authorities; and public transport operators.

In developing the LTP, a number of possible strategy options were identified through consultation. These were subsequently appraised and evaluated with reference to best practice from the UK and abroad. In assessing the effectiveness of potential solutions to the transport issues identified, the Borough sought to take account of future changes likely to affect local and strategic transport systems, as well as considering existing problems. The final strategy has been developed around the following core components:

- *Mobility Management* – Supporting measures (e.g. education programmes, information services, travel plans, etc) that enhance the effectiveness of primary investment in transport infrastructure and services.
- *Network Management* – Measures designed to improve the efficiency of transport networks, maintain them to a suitable standard, protect sensitive environments and improve road safety.
- *Sustainable Transport* – Measures designed to improve access by public transport, walking and cycling and reduce dependency on the private car for everyday travel.
- *Demand Management* – Measures that discourage unsustainable transport patterns through capacity constraints, access restrictions or charging regimes (e.g. on and off-street parking management).

The resulting strategy seeks to tackle important local issues with an emphasis on making the best possible use of existing infrastructure and services, while delivering the greatest return from any new schemes or initiatives.

## 2. Delivery of the LTP Programmes

### 2.1 Sources of LTP Investment

One of the sources of capital funding for Local Transport Plans is the annual LTP settlement from Government. Each settlement consists of 2 parts: an integrated transport block and a maintenance block.

The LTP settlement consists mainly of borrowing approvals, with a limited amount of grant funding. The Council uses the LTP settlement figures as a guideline for its capital expenditure and has sought to deliver a comprehensive programme, making effective use of its own budgets to supplement LTP grant funding, whilst maximising opportunities for third party funding, such as developer contributions.

LTP settlements are confirmed for the remaining years of the plan period, enabling the Council to prepare future year programmes with increased levels of certainty. Table 2.1 details the Borough's settlements for each of the 5 years of LTP2.

**Table 2.1: LTP2 Settlement Figures**

		2006/07 (£ 000s)	2007/08 (£ 000s)	2008/09 (£ 000s)	2009/10 (£ 000s)	2010/11 (£ 000s)
Integrated Transport	Borrowing Approval	1,354	1,063	908	859	807
	Grant	0	397	454	429	403
Maintenance	Borrowing Approval	1,648	1,236	1,913	2,104	2,420
	Grant	0	594	0	0	0
<b>Total</b>		<b>3,002</b>	<b>3,290</b>	<b>3,275</b>	<b>3,392</b>	<b>3,630</b>

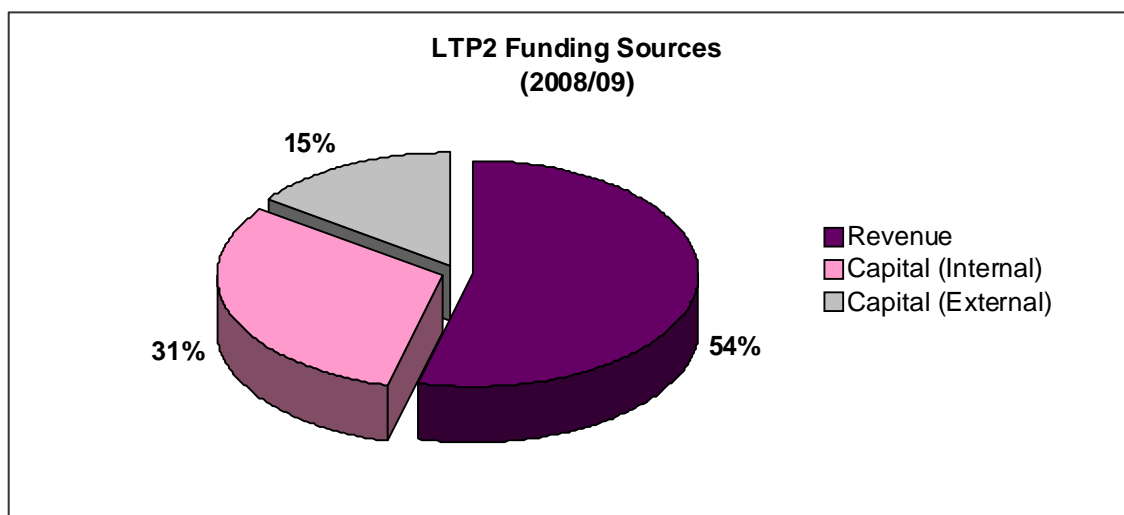
In addition to capital expenditure on new or upgraded infrastructure, the Council also commits a considerable amount of revenue expenditure to deliver core services that support LTP objectives and targets, including:

- Routine maintenance;
- Car park operations;
- Decriminalised parking enforcement;
- Shopmobility scheme;
- Support for community transport;
- Subsidies for non-commercial bus routes;
- Road safety education; and
- School Crossing Patrols.

**Figure 2.1** below shows that in 2008/09, revenue funding accounted for just over half of all LTP2 expenditure and external funding accounted for almost a third of all capital expenditure. The Council has made effective use of developer contributions as well as developing schemes in partnership with third parties.

A rigorous formula-based approach has been adopted and incorporated into a Supplementary Planning Document. A list of transport schemes for which contributions may be sought has been prepared and is updated annually, providing clarity and transparency to the process.

Figure 2.1



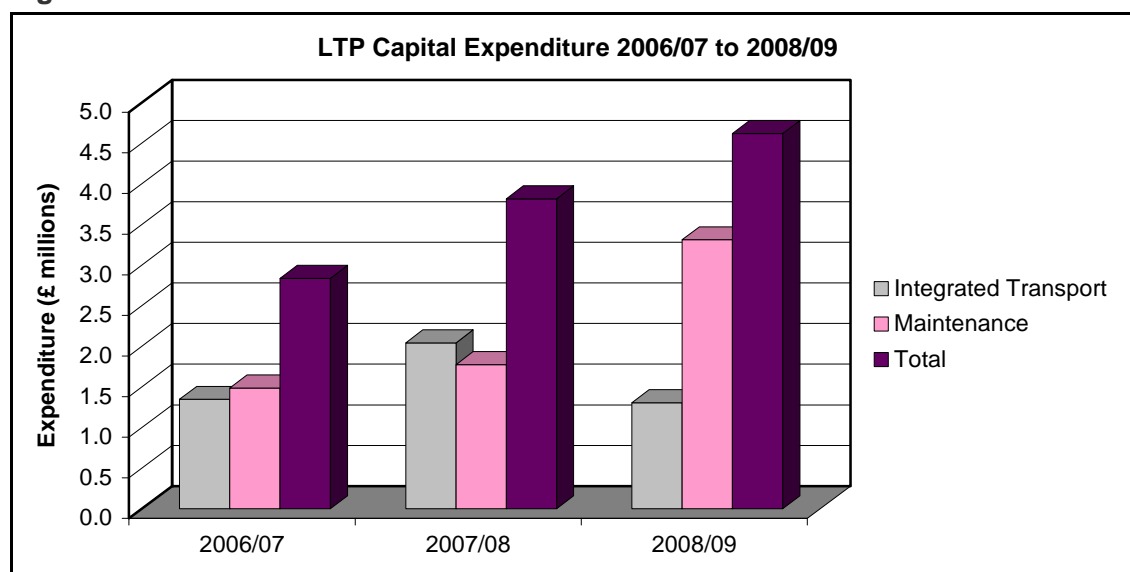
## 2.2 Capital Programme

Table 2.2 shows that overall capital expenditure on transport schemes has increased by 63% from £2.836 million in 2006/07 to £4.617 million in 2008/09, with maintenance expenditure more than doubling over this period.

Table 2.2: LTP Settlement vs. Capital Expenditure (2006/07 to 2008/09)

Year	Funding	Integrated Transport	Maintenance	Total
2006/07	DfT Settlement	£1.354 million	£1.648 million	£3.002 million
	RBWM Expenditure	£1.348 million	£1.488 million	£2.836 million
2007/08	DfT Settlement	£1.460 million	£1.830 million	£3.290 million
	RBWM Expenditure	£2.041 million	£1.774 million	£3.815 million
2008/09	DfT Settlement	£1.362 million	£1.913 million	£3.275 million
	RBWM Expenditure	£1.306 million	£3.311 million	£4.617 million

Figure 2.2



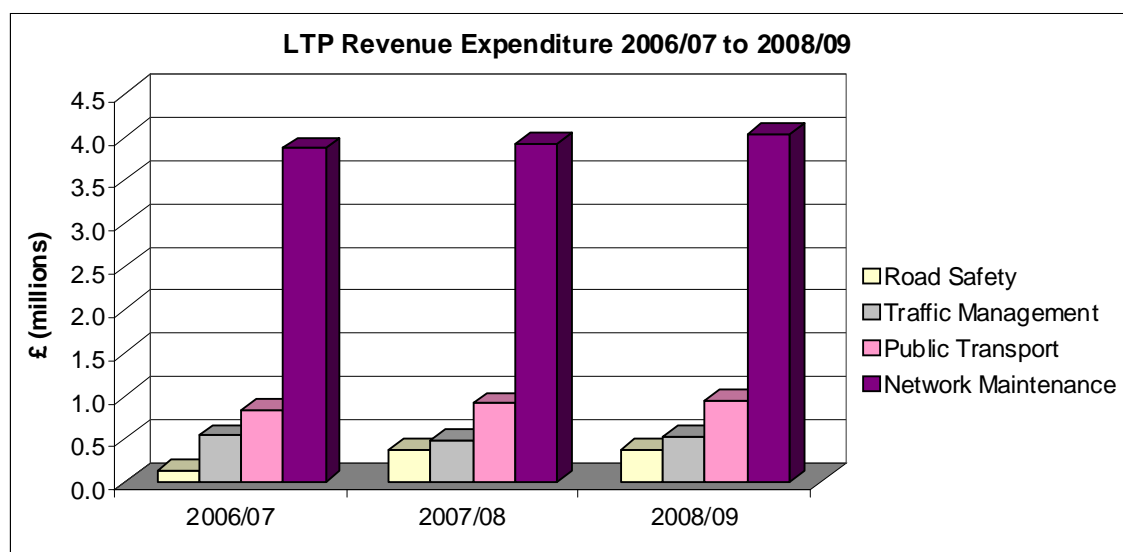
## 2.3 Revenue Programme

Table 2.3 and Figure 2.3 provide a breakdown of the Borough's revenue expenditure on transport during the first three years of LTP2. The Borough's revenue spend has risen by 9% since 2006/07 to £5.856 million, with network maintenance accounting for around 70% of all expenditure. These figures exclude a number of items such as Concessionary Fares and Home to School Transport (which together account for a further £3.649 million), as these are considered to be statutory requirements external to the LTP process.

Table 2.3: Revenue Expenditure

LTP Programme	2006/07 Gross Expenditure (£000s)	2007/08 Gross Expenditure (£000s)	2008/09 Gross Expenditure (£000s)
Network Maintenance	£3,868	£3,914	£4,027
Traffic Management	£541	£480	£522
Road Safety	£130	£380	£367
Public Transport	£830	£910	£940
<b>Total</b>	<b>£5,369</b>	<b>£5,684</b>	<b>£5,856</b>

Figure 2.3



## 2.4 Use of Resources

When the LTP was produced, it included a provisional 5-year capital programme, broken down into various scheme types. Table 2.4 shows how the Borough's actual expenditure has compared with original estimates. It can be seen that for each of the first three years, overall expenditure has been significantly above original estimates, showing our commitment to this key service for the travelling public.

Variations affecting the LTP Capital Programme in 2008/09 include the following.

- Significant additional expenditure has been devoted to highway and footway reconditioning programmes in order to tackle the backlog of maintenance schemes thus restoring progress towards targets and addressing what has been identified as a priority area with local residents.



- Expenditure on drainage schemes was significantly increased as a response to the floods of July 2007, which highlighted a number of areas where urgent improvements were required.
- The street lighting replacement programme was expanded as a result of an 'invest to save' scheme, tackling the backlog of obsolete / life-expired columns while delivering significant reductions in energy usage and CO<sub>2</sub> emissions identified through the Local Authority Carbon Management Programme (LACaMP).
- Maidenhead Bridge works have been carried forward from 2007/08, with the main works expected in Autumn 2009..
- Despite submitting a more robust Exceptional Maintenance Scheme bid for the Windsor and Eton Relief Road, this was again rejected by the Department for Transport, which meant that a number of bridge schemes could still not be progressed. The bid has since been submitted as a Major Maintenance Scheme bid and funding of £5m have been successfully secured through the Regional Funding Allocation, with construction due to start in 2010.
- Safer Routes to School expenditure has been increased to recognise the growing demand for schemes as more schools complete their School Travel Plans.
- Works on improving access and interchange at Maidenhead Station have been deferred until such time as Crossrail proposals for the station building and forecourt have been worked up in more detail. Any scheme will be informed by the work undertaken by the Partnership for the Rejuvenation of Maidenhead (PRoM) and the Maidenhead Town Centre Area Action Plan (AAP).
- There are also schemes involving partnership working, where external funding has become available.

Generally, where schemes have slipped they can be reprogrammed for inclusion in future years' capital programmes. The exceptions are where significant sums of external funding are involved. In such cases, alternative funding sources are generally sought.

Table 2.4: LTP Programme – Predicted vs. Actual

	LTP Expenditure (£000s)					
	2006/07 Predicted*	2006/07 Actual	2007/08 Predicted*	2007/08 Actual	2008/09 Predicted*	2008/09 Actual
Highway reconditioning / surface treatment	750	776	750	1,066	800	1,372
Highway Drainage	185	93	190	148	90	522
Footway reconditioning	50	49	55	62	55	118
Replacement Street Lighting	130	135	130	143	100	747
Thames Bridge, Maidenhead	0	21	460	0	0	216
Bridge parapet safety improvements	93	48	65	59	65	79
Relief Road Parapet Replacement	0	0	185	0	0	0
Bridge Health and Safety Improvements	80	61	105	102	105	54
Other bridge schemes	90	85	340	15	340	4
Highway improvements / road safety / traffic management	525	632	450	593	500	582
Town centre parking schemes (includes Park & Ride)	40	51	45	486	300	247
Safer Routes to School	30	13	30	37	30	60
Intelligent Transport Systems (RTPI / Signing Review)	215	140	200	101	200	156
Maidenhead Station, transport hub	50	0	75	0	75	0
Car park improvements / Health & Safety	85	89	105	271	100	0
Public rights of way improvements	61	90	55	78	60	63
Pedestrian Infrastructure Improvements	20	60	20	60	20	57
Decriminalised parking enforcement	30	8	100	408	100	79
Public transport infrastructure improvements	50	2	50	34	50	49
Cycle network improvements	75	48	75	80	75	101
Verge parking	75	57	100	71	100	18
Horton Road repairs	0	378	0	0	0	0
Other LTP Schemes	0	0	0	0	0	94
<b>TOTAL</b>	<b>2,634</b>	<b>2,836</b>	<b>3,585</b>	<b>3,815</b>	<b>3,165</b>	<b>4,617</b>

\* As per provisional 5 year capital programme set out in Chapter 8 of LTP2.

## 2.5 Programme Management

The Council has adopted a rigorous approach to programme management in order to ensure that a full programme is delivered. LTP2 is identified as a Corporate Major Project and is managed through our corporate “SPRUCE “management system and our computer project management system “Work Together”. Delivery is co-ordinated by the LTP Project Board, consisting of technical officers, with the Board reporting up to the LTP Programme Board, consisting of senior managers.

At the start of each year, basic and stretch targets for both scheme delivery and expenditure are established, together with anticipated profiles for each. Experience from the first LTP suggested that typically around 80% of schemes programmed at the start of the year were being progressed to completion within the same financial year. It is inevitable that some schemes will be delayed or will not be able to be progressed for a variety of reasons. For example, delays may be incurred in order to address issues identified through consultation or to improve coordination with utility works or other projects. Also, feasibility work may indicate that costs are higher than anticipated, or identify technical reasons for not progressing a scheme.

Since 2006/07, the LTP capital programme has increased in value by over 60% from £2.836 million to £4.617 million. Despite this increase, ambitious stretch targets were set at 90% for both expenditure and scheme delivery in 2008/09.

The Council has started to look ahead beyond the immediate financial year and is developing at least two years worth of future year programmes. This has meant that where schemes cannot be progressed, reserve schemes can be quickly identified and brought forward in order to maintain the required level of progress, whilst continuing to deliver agreed local priorities.

This approach has proved highly successful and demonstrates the Borough’s commitment and ability to deliver schemes, which is now a key DfT performance measure. It has also enabled the Borough to achieve its stretch targets for both expenditure and scheme delivery, as illustrated in **Figures 2.4 to 2.5** below.

Figure 2.4: Expenditure Profile 2008/09

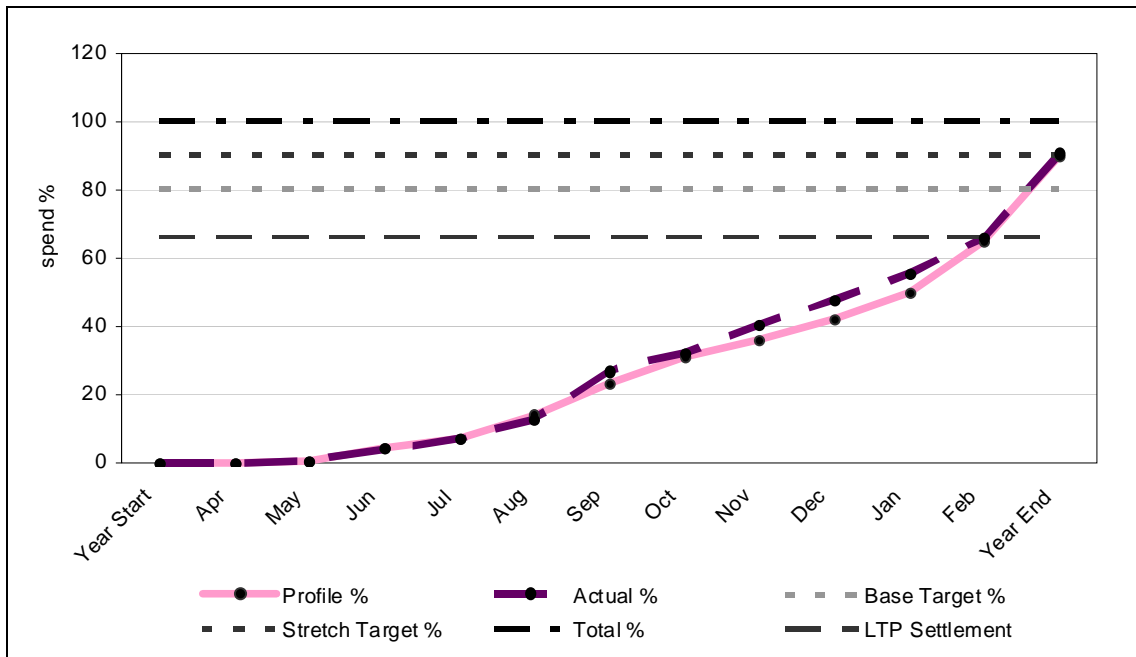
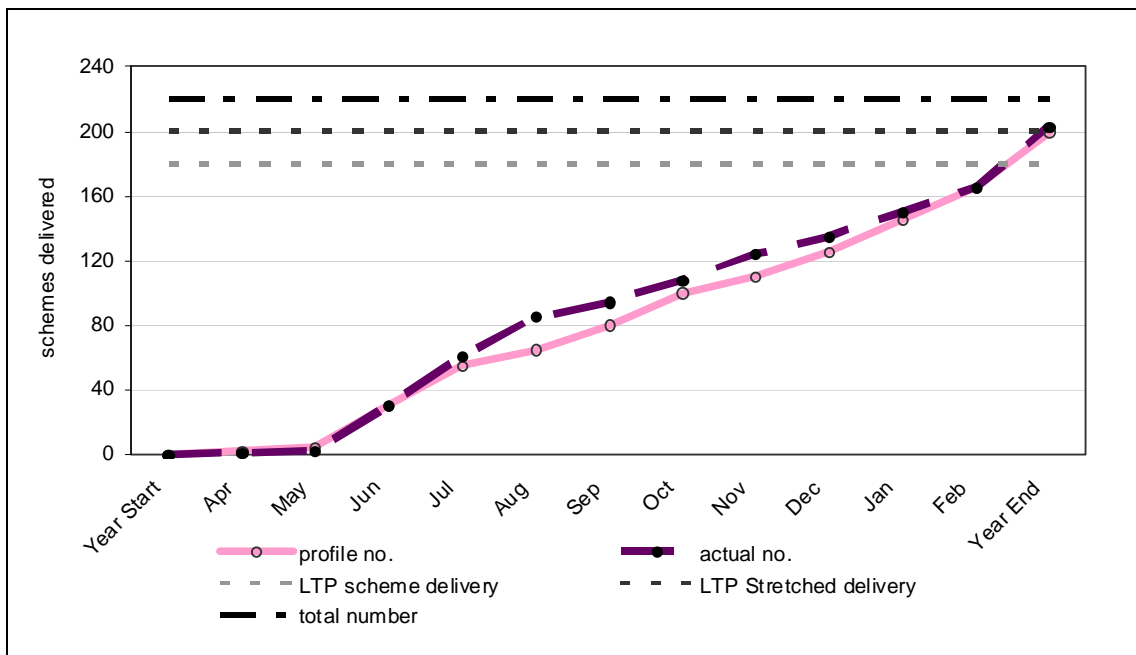


Figure 2.5: Scheme Delivery Profile 2008/09



### 3. Implementation of the LTP Strategies

#### 3.1 Review of Transport Issues & Priorities

*Manifesto Commitments* - The borough's transport policy seeks to deliver the following key manifesto pledges:

- Increasing spending on highway maintenance;
- Encouraging more walking and cycling for local journeys;
- Listening to bus users and residents and seeking improvements to bus routes;
- Encouraging car sharing to reduce congestion;
- Removing unnecessary parking restrictions (particularly in areas of high demand, in order to prevent inappropriate parking / obstruction);
- Removing unnecessary / superfluous signage and street furniture.

*Community Strategy* - The Royal Borough's Community Strategy was developed by the Community Partnership (comprising elected members and the executive directors from participating agencies, voluntary groups and community groups) and launched in Autumn 2007. This incorporated minor changes to reflect the new priorities from the Borough's pilot Local Area Agreement (LAA) with the government, which was signed in March 2007. The Community Strategy was changed to align itself with the LAA process and themes.

Five Ambition Groups have been established since a restructure in 2008 to deliver the given aims and objectives of the key themes and guiding principles in the Community Strategy, and for this purpose will be accountable to the Community Partnership of the Royal Borough of Windsor and Maidenhead.

Priorities with respect to transport are broadly consistent with those already identified in the LTP and included:

- Significantly reducing theft from vehicles and vehicle interference;
- Improving travel for people with transportation difficulties that includes accessibility of public transport, car parking and pedestrian facilities;
- Encouraging, enabling and providing a wider choice of ways of getting about;
- Improving access to the countryside through public rights of way;
- Promoting sustainable homes, lifestyles and behaviours;
- Enhancing the safety of all road users;
- Children and young people are educated, encouraged and enabled to lead healthy lifestyles including walking and cycling to school.

*Local Area Agreements* - A Local Area Agreement (LAA) is a three-year agreement that sets out the priorities for a local area. It is agreed between Central government, represented by the Government Office, and a local area, represented by local authorities and the Community Partnerships.






From 2008, LAAs became the main mechanism by which central government, local authorities and Community Partnerships strike a deal on a set of improvement targets for the locality to deliver improved outcomes for local people.

The Borough's new Local Area Agreement includes a number of reward targets, where challenging levels of performance are being sought across a number of local priority areas that also coincide with national performance indicators. Achievement of these targets will attract significant reward funding from Government. With respect to transport, reward targets were set for the following national indicators:

- NI 177: Local Bus and Light Rail Passenger Journeys
- NI 198: Children Travelling to School – Mode of Transport Usually Used (reducing the proportion of children travelling by car and increasing the proportion walking, cycling or using public transport)

### 3.2 Contribution to LTP Objectives






The Borough's Local Transport Plan Objectives are:

-  To maintain our transport assets;
-  To improve safety for all transport users;
-  To improve journey reliability and address congestion;
-  To reduce the impact of transport on the environment;
-  To improve access to everyday facilities.

We have carried out a wide range of projects and activities that have contributed to a combination of our LTP Objectives ranging from travel plans, travel information & campaigns, transport initiatives and local safety schemes.

The Council and its partners have developed a strategy designed to deliver these objectives and **Table 3.1** provides a summary of the activities undertaken under each strategy heading and indicates how they contribute to the LTP objectives.

**Table 3.1: Contribution of Schemes / Initiatives to LTP Objectives**

Programmes	Outputs / Outcomes	LTP Objectives				
						
<b>Mobility Management Measures</b>						
Workplace Travel Plans	5 new travel plans were submitted and agreed for new developments			✓	✓	✓
School Travel Plans	The Borough worked with 15 schools in 2008/09 to develop school travel plans and secure Government grant funding of £73,499 which goes directly to the schools to help them implement their travel plans.  2 RBWM schools achieved gold accreditations and 1 achieved silver under the School Travel Excellence Programme (STEP). Also RBWM schools won 3 out of the 6 annual Berkshire STEP awards for their work in delivering their School Travel Plans.			✓	✓	✓
Travel Information	Phase 2 of the Real-Time Passenger Information scheme completed. Work commenced on web based travel information system, which will provide public access to comprehensive information on all local transport networks.			✓	✓	✓
Travel / Road Safety Education / Awareness	Over 7,000 pupils took part in Walk to School events in 2008/09, with some schools encouraging up to 90% of pupils to walk to school.  27 Schools took part in the School Travel Reward Scheme (STaRS)  RBWM promoted the following road safety initiatives:		✓	✓	✓	✓

Programmes	Outputs / Outcomes	LTP Objectives				
						
	<p><i>Pre-School:</i></p> <ul style="list-style-type: none"> <li>360 pupils attended road safety road show</li> <li>15 loans of road safety resources</li> <li>10 road safety awareness training sessions</li> </ul> <p><i>Key Stage One:</i></p> <ul style="list-style-type: none"> <li>10 performances of road safety road show</li> <li>12 primary schools received road safety education</li> <li>10 road safety resource boxes loaned to schools</li> <li>500 new parent packs distributed</li> </ul> <p><i>Key Stage Two:</i></p> <ul style="list-style-type: none"> <li>Cycle training for circa 350 pupils at 15 schools</li> <li>600 pupils from 18 schools attended Junior Citizen</li> <li>Road Safety visits to numerous schools to deliver road safety education programme</li> </ul> <p><i>Key Stage Three/Four:</i></p> <ul style="list-style-type: none"> <li>Purchased 500 licences online pre-driver training</li> <li>1000 First Car Magazines distributed</li> <li>5 sixth form years visited 'Safe Drive Stay Alive'</li> <li>5 sixth forms took part in 'For my Girlfriend'</li> </ul> <p><i>Adults / General:</i></p> <ul style="list-style-type: none"> <li>4 antenatal groups given safety advice</li> <li>5 joint police/council stop and check sessions</li> <li>1 seatbelt awareness session held for 40 drivers stopped without seatbelts</li> <li>1 Rotary Club was involved in road safety activities</li> <li>Forces Barracks Visited for driver safety education</li> <li>Speed Indicators deployed &gt; 1000 times at 159 sites in response to community concerns</li> <li>Joint initiatives with Thames Valley Police to enforce speed limits and offer driver education</li> <li>Over 500,000 car park ticket road safety messages distributed promoting: <ul style="list-style-type: none"> <li>Seatbelts</li> <li>Speed</li> <li>Child Road Safety</li> <li>Drink/Drug Awareness</li> <li>Mobile Phones</li> </ul> </li> <li>Bluetooth Messages transmitted at various sites, each campaign transmitting &gt; 5000 messages on: <ul style="list-style-type: none"> <li>'For my Girlfriend' Valentines message</li> <li>Seatbelt safety</li> <li>Drink/drug awareness</li> <li>Mobile Phone awareness</li> <li>Motor cycle awareness</li> <li>Cycle Safety</li> </ul> </li> <li>Washroom poster campaigns in 15 venues with the following messages promoted: <ul style="list-style-type: none"> <li>Young Driver Safety</li> <li>Seatbelt Safety</li> <li>Drink/drug awareness</li> <li>Motorcycle awareness</li> </ul> </li> <li>1000 'Be bright be seen' resources distributed</li> <li>1 Christmas drink/drug driving awareness campaign</li> </ul>					
<b>Sustainable Transport Measures</b>						
Quality Bus Partnership	Commenced negotiations with both of the main local operators to develop Bus Punctuality Improvement Partnership Agreements, setting out measures that the council and operators will take to tackle service delays.			✓	✓	✓
Supported Bus Network	There has been a strong and sustained growth in bus patronage, up 36% in the last three years. Provide financial support to ensure the operation of 9 local bus services and successfully retendered the Maidenhead network of services in January 2009.			✓	✓	✓

Programmes	Outputs / Outcomes	LTP Objectives				
						
Community Transport	Provided financial support for the People to Places community transport service and for Shopmobility			✓	✓	✓
Concessionary Fares	Provided a concessionary fares service for elderly and disabled passengers that is in excess of statutory requirements, including direct payments for people who are unable to travel by bus due to infirmity. Take up of passes has been greater than expectations.			✓	✓	✓
Pedestrian Network Improvements	Signal controlled crossing at Pockocks Lane. 377m of new footway		✓	✓	✓	✓
Cycle Network Improvements	Introduced cycle bypass for no entry restriction at Ockwells Road. Developed new cycle route linking Slough to Eton via B3022. Committed funds for new covered cycle parking at Maidenhead Station and Windsor Royal Shopping.		✓	✓	✓	✓
<b>Network Management Measures</b>						
Local Road Safety Schemes	Schemes including new / reduced speed limits, junction improvements, signing and lining enhancements, and anti-skid surface treatments		✓			
Traffic Management Schemes	Completed carriageway widening works to enable cars to pass buses at the Market Street bus stop.					
Safer Routes to Schools	Charters School – parking restrictions and speed limit; Ellington Primary – school keep clear markings and pedestrian guardrail; St Mary's Catholic Primary – school keep clear markings, guardrail and crossing; White Waltham – footway widening / resurfacing; Alexander First – 20mph zone, school keep clear and signs; Waltham St Lawrence – pedestrian guardrail; Upton House – refresh school keep clear markings and new pedestrian guardrail.		✓	✓	✓	✓
Verge Parking	4 schemes constructed to improve on-street parking management, while protecting grassed areas. These were progressed with funding support from Maidenhead District Housing Association.	✓	✓	✓		
Decriminalised Parking	Reviewed 150 on-street parking schemes to identify opportunities to make more efficient use of available space. Over 200 additional spaces have been identified.		✓	✓		
Carriageway Maintenance	A total of 36.8km of carriageway benefited from resurfacing / surface treatment works	✓	✓	✓		
Footway Maintenance	A total of 8.2 km of footway was resurfaced or was subject to surface treatment	✓	✓	✓		✓
Bridge Maintenance	1 bridge strengthened 3 parapet replacement schemes 1 scour protection scheme.	✓	✓	✓		
Street Lighting Maintenance	645 columns were replaced with modern, low-energy units as part of an 'invest to save' project	✓	✓			✓
Public Rights of Way	Key achievements in 2008/09 included: <ul style="list-style-type: none"> <li>Major repairs to the "Cliveden Reach" section of the Thames Path, including repair and protection of eroded riverbank and surface improvements.</li> <li>Surface improvements to sections of the Green Way.</li> <li>Replacement of 30 step-stiles with gates on footpaths across the Borough, to improve access for people with restricted mobility, push chairs, etc</li> <li>Repair or replacement of 6 bridges on public rights of way in Bray, Waltham St Lawrence and Hurley.</li> </ul>	✓	✓			✓



### 3.3 Use of Road Safety Grant Funding

RBWM continues to support and play an active role within the Thames Valley Safer Roads Partnership. This is a partnership between:

- the nine highways authorities in Berkshire, Buckinghamshire and Oxfordshire;
- the Highways Agency;
- the Crown Prosecution Service;
- Her Majesty's Courts Service; and
- Thames Valley Police

It is evolving from a camera partnership to a safety partnership, which looks at the issues associated with roadside enforcement and driver education in order to reduce inappropriate speeds and injuries associated with road crashes.

In addition to supporting the Partnership, RBWM has been using its Road Safety Grant funding to significantly extend (9 now in operation) its Speed Indicator Device (SID) programme, using temporary vehicle activated Speed Indicator Devices and Speed Limit Reminder signs. Such signs enable the Council to quickly respond to local concerns about inappropriate speed in a particular location. We have also linked the SID programme to increased speed monitoring in order to quantify and evaluate such problems. This information is being fed back into the Partnership to review the need for new roadside enforcement sites, as well as being fed into the review of speed limits across the Borough.

### 3.4 Contribution to Wider Objectives

In addition to delivering national and local transport objectives, many of the LTP initiatives also contribute directly to wider objectives such as those relating to:

- Health / obesity
- Sustainable development
- Economic development / regeneration

*Improving Health and Tackling Obesity* – Encouraging children to walk and cycle to school is important not only in terms of reducing traffic congestion and improving road safety, but also in improving health and fitness levels and tackling childhood obesity. Targets for decreasing the proportion of children travelling to school by car, and for increasing the proportion of schools with active school travel plans, form part of the Borough's Children and Young People Plan.

These targets are being delivered through initiatives such as:

- *School Travel Plans* – 15 School Travel Plans were developed in 2008/09 and 75% of the borough's state schools now have School Travel Plans in place.
- *School Travel Excellence Programme* – This Berkshire wide accreditation and awards scheme is aimed at encouraging schools to implement their travel plans and keep them up to date. Three of the borough's schools have attained accreditation, with one gold and two silver awards.
- *School Travel Reward Scheme* – This scheme rewards children who regularly walk and cycle to school with free and fun activities at local sports clubs and leisure centres. 27 schools took part in 2008/09 and is proving very popular with young people.

As well as local initiatives, the Borough also supports wider campaigns such as National Walk to School Week and International Walk to School Month. For May

2009, the Council purchased over 7,400 resource packs for the 34 schools taking part. Schools that monitored travel patterns during the event reported significant changes in travel behaviour, with up to 90% of pupils walk to school in some locations.

*Sustainable Development* – Transport plays an integral part in delivering sustainable development. The Borough has robust policies in place to ensure that the transport implications of any new developments are considered from the outset and any impacts are properly mitigated.

Travel plans represent one of the key mechanisms through which sustainable transport objectives can be delivered and are sought in relation to major applications for new development, including commercial premises, large housing sites, education facilities and healthcare provision. Travel plans are generally secured through Section 106 Agreements, and aim to reduce reliance on the private car, while promoting sustainable modes of travel and effective use of information and communications technology to reduce the need for travel where appropriate.

The Borough's requirements for Travel Plans are set out in the Supplementary Planning Document (SPD) on Planning Obligations and Developer Contributions. The SPD includes one primary target, which all travel plans must meet as a minimum requirement:

*'The daily car/employee ratio should not exceed 70% at any time during the first year of occupation of the site and shall be reduced a further 5% each year for the next two years. The target will be reviewed with the Council every three years. This means that not more than 70 employees should drive cars to the site (or vicinity of the site) per day for every 100 people in the first year, and will reduce to 60 employee cars for every 100 people in the third year.'*

Developers are required to submit an Interim Travel Plan covering transport infrastructure internal and external to the site, and which may also include financial contributions to public transport services or wider schemes with access, mobility or environmental benefits. The Interim Travel Plan should also include an outline proposal for the Final Travel Plan with targets agreed by the Council.

Occupiers are required to develop the Final Travel Plan, which should be submitted to the Council for approval within three months of first occupation. The occupier must also appoint a Travel Plan Co-ordinator to manage the travel plan and provide baseline data against which progress is monitored through annual reporting.

Five new Workplace Travel Plans have been approved in 2008/09, covering a range of developments. The Council has also started work on preparing its own travel plan to cover commuting and business travel for its own employees.

The Borough is also working with neighbouring local authorities to share best practice and identify opportunities for joint working on activities such as promotional activities, guidance and workshops. The Council is also turning its attention to reviewing existing travel plans to ensure that these are being implemented and that targets are achieved.

### **3.5 Case Studies**

The following case studies highlight some of the projects that the Council and its partners have delivered over the last two years and show how the LTP Capital and Revenue programmes contribute to achievement of local and national targets.

### Case Study 1: Resurfacing Programme

**Background:** The Council maintains 72.6km of A-roads, 71.6km of B-roads, 103.1km of C-roads and 435.3km of unclassified roads. Effective evaluation of condition and other data, and prudent use of available funding are of paramount importance. The current strategy is to reduce the backlog of maintenance schemes and improve performance indicators by targeting sections of road approaching intervention thresholds, as well as improving coordination between reactive and routine maintenance. Emphasis is on preventative maintenance and effective use of treatments such as surface dressings and thin surfacing.

**Condition Assessment:** The authority carries out SCANNER, CVI, DVI and SCRIM surveys, which are used to calculate carriageway condition performance indicators and help us to target future maintenance works. The council has made significant progress in improving the condition of the principal and classified non-principal roads in the Borough, which carry the majority of the traffic. Both networks now have less than 12% where structural maintenance should be considered, which is identified by the Department for Transport as the threshold for 'good' condition.

#### Road condition: % where structural maintenance should be considered

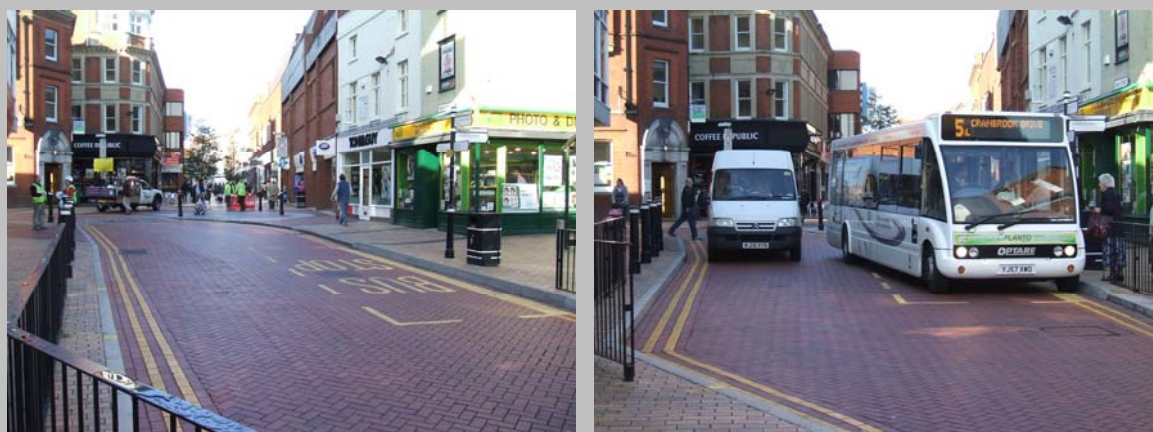
	2006/07	2007/08	2008/09
Principal Roads	16.7	14.0	10.0
Classified Non-Principal Roads	19.0	9.0	11.0

**Maintenance Programme and Funding:** Funding for carriageway maintenance has been increased by 77% since 2006/07, with £1.372 million spent in tackling the backlog of schemes in 2008/09. Nearly 37km of carriageway were resurfaced or surface treated in 2008/09 compared to 22km in 2006/07. Adopting a preventative maintenance strategy, we have identified and acted upon opportunities to extend carriageway life through effective and timely use of surface treatments, thereby improving productivity and value for money.

#### Resurfaced / surface treated road lengths (km)

	2006/07	2007/08	2008/09
Principal Roads	0.64	9.0	11.1
Classified Non-Principal Roads	11.89	16.5	11.8
Unclassified Roads	9.52	7.0	13.9

**Continuous Improvement:** The latest assessment results show continuing improvement in the condition of our main roads, but there is still a need for further improvements. Also, our minor roads are in relatively poor condition and a shift in investment from major roads to minor roads is required if these are to reach expected standards.



### Case Study 3: Drainage Schemes

The Royal Borough was badly affected by the floods of July 2007 when over four inches of rain fell in just over one and a half hours, which saw a number of locations where residential and commercial properties were flooded. A number of priority drainage improvement schemes were identified as a result of the flooding, and the Council allocated £500k to progress these as a matter of urgency.

#### *A4 Bath Road / Highway Road*

Flooding had affected the Pines Veterinary Clinic on several occasions as this is the lowest point in the area, and surface water runoff drains to this point. Despite additional gullies and soakaways being installed in this area the system still could not cope with intense rainfall. A scheme was progressed including new carrier pipework, the placement of additional gullies at strategic locations, and overflows to soakaway trenches.

#### *Clare Road Maidenhead*

Despite undertaking extensive maintenance of the existing drainage system, flooding continued to occur in this location following periods of intense rainfall. In common with other urban areas, the increased impermeable area associated with nearby development was exacerbating the problem. Flooding occurred at the low point in Clare Road with internal flooding experienced at adjacent properties. This area was not served by a positive drainage outfall due to the topography of the ground and has relied on soakaways to drain the area. A scheme was implemented including additional gullies and drains connected to deep bore soakaways.

Although there have been no subsequent periods of rainfall as intense as that which took place in July 2007, the Council is confident that the new drainage schemes would prevent further flooding events.





### Case Study 4: Safer Routes to Schools

The Royal Borough experiences high levels of car use on the school run. This leads to congestion and road safety issues around school gates.

The council is working with local schools in both the independent and state sectors to help them develop School Travel Plans. These are informed by consultation with parents, pupils, teachers, residents and other stakeholders. The consultation results flag up issues and barriers that may deter pupils from walking and cycling to school, and the School Travel Plans then seek to identify actions that will address these issues.

Safer Routes to Schools provide a key mechanism for addressing the road safety and access issues that are identified within School Travel Plans. They seek to create a network of safe walking and cycling routes around schools by providing measures at locations where there are concerns.

Recent schemes include:

- **Alexander First School** – 20mph zone, school keep clear markings and school warning signs;
- **Charters School** – new parking restrictions and reduced speed limit on roads around the school site;
- **Ellington Primary School** – school keep clear markings outside the main entrance and the new rear access, together with pedestrian guardrail;
- **St Mary's Catholic Primary School** – school keep clear markings, pedestrian guardrail and a new signal controlled crossing on the B4447 Cookham Road;
- **Upton House School** – faded school keep clear markings refreshed and new pedestrian guardrail installed;
- **Waltham St Lawrence Primary School** – new pedestrian guardrail installed;
- **White Waltham Primary School** – footway widening and resurfacing works to improve pedestrian safety from the east.



### Case Study 5: Ockwells Road / Woodlands Park Road

A previous road safety / traffic management scheme included the introduction of a 'no entry' restriction preventing all traffic from accessing Ockwells Road from Woodlands Park Road. This was done to stop the use of Ockwells Road as a cut-through by motorists seeking to avoid congestion on the approach to the Highfield Lane roundabout and to eliminate conflict between opposing traffic movements at this junction, which was the cause of several crashes.

The scheme created a quiet route that has become popular with cyclists and offers a pleasant route for journeys to Cox Green, including the local secondary school, linking to both the local and national cycle networks. However, because the no entry restriction applied to cyclists as well as motorists, use of Ockwells Road as a cycle route was limited.

Members of the Cycle Forum requested that the Council look at introducing a scheme that would exempt cyclists from the no entry restriction and help them to access Ockwells Road from the existing cycle network on Highfield Lane.

A scheme was subsequently implemented in 2008/09 featuring a cycle bypass with signing and road markings, in accordance with the Traffic Signs Manual, to warn motorists of the presence of cyclists and to provide a legal and safer route for cyclists to enter Ockwells Road. Measures were also introduced on the Highfield Lane roundabout to give cyclists greater priority and improve safety when turning right into Woodlands Park Road.

The scheme has proved popular with residents and has helped to increase cycling in the local area, supporting the new School Travel Plan developed by Cox Green School.



### 3.6 Major Schemes

For LTP purposes, Major Schemes are defined as those that cost in excess of £5million and which are of regional or sub-regional importance. To date, the Council and its partners have sought to progress 2 major schemes.

*Windsor Parking and Transport Scheme* - The Council was originally seeking to progress a major scheme proposal for a park and ride for Windsor, which would intercept traffic approaching from the M4 and the north.

A Major Scheme bid was submitted for the scheme in September 2006. This was subsequently supported as a priority scheme by the Regional Transport Board, which

recommended to Government that it be formally approved for funding as a Major Scheme. Funding was provisionally earmarked for 2011/12.

Following consultation results, and consideration of the project's financial viability and environmental impacts, the Council decided not to progress with the proposed park and ride scheme adjacent to Eton Wick, and also ruled out all other sites along the Windsor and Eton Relief Road Corridor and commissioned a new approach to a parking strategy for Windsor

The Royal Borough has since been working closely with the South East England Partnership Board (SEEPB) [formerly South East England Regional Assembly (SEERA)] to develop an alternative package of measures that could be submitted as a revised Major Scheme bid to deliver the benefits of the Windsor Park and Ride in a different way. This new package includes:

- Enhancements to existing park and ride facilities;
- Creation of new park and ride facilities at existing developments to the west and south of the town;
- Bus priority measures at key junctions;
- Improved access for pedestrians and cyclists;
- Expansion of / improvements to existing town centre car parks;
- Comprehensive branding for car parks to help motorists distinguish between sites;
- Changes to parking regimes to give priority to short-stay parking in the town centre, with long-stay parking on the fringes and in park and ride;
- Real-time information on congestion and parking to guide motorists on approach roads and direct them to the most appropriate car parks;
- Reconstruction of the Clarence Road roundabout to improve capacity, tackle congestion and improve air quality.

The revised scheme were submitted to SEEPB as a Major Scheme bid as part of the 2008 Regional Funding Allocation refresh, which is the review process for committed Major Schemes across the region. We were delighted that we have been successful in securing a bid of £5m through this process with the final ratification to release the funds from the Department for Transport at the Regional Transport Board on 23<sup>rd</sup> October 2009.

*A332 / A355 Windsor and Eton Relief Road Maintenance Scheme* – The Windsor and Eton Relief Road is one of the Royal Borough's main transport arteries carrying around 22 million vehicles a year. As well as forming a vital link to and from the motorway network, it also serves as a local route, linking Ascot and Windsor with Slough and Taplow, straddling the border between the Royal Borough of Windsor & Maidenhead and Slough Borough.

It also forms part of the Olympic Route Network, which will be used to transport competitors and officials to Dorney Rowing Lake, which will host the rowing and flat water canoeing events for the Olympic and Paralympic Games in 2012.

Constructed in the late 1960s, the carriageway and related structures urgently require a comprehensive upgrade in order to:

- Meet current safety standards;
- Maintain the long-term integrity of the various structures;
- Replace sub-standard infrastructure; and



- Manage traffic levels that are significantly in excess of the design flows.

The Council worked in conjunction with Slough Borough Council to develop a comprehensive maintenance scheme to address these issues, including the following measures

- Bridge parapet replacement;
- Safety barrier replacement;
- Bridge deck waterproofing and joint replacement;
- Street lighting replacement; and
- Carriageway resurfacing.

This was submitted to DfT as a joint bid with Slough Borough Council in 2006/07 to seek funding as an 'Exceptional Maintenance Scheme'. However, it was not included in the 3 schemes in England awarded funding from what was a very limited budget.

The scheme was subsequently updated and resubmitted to SEEPB as a Major Scheme bid as part of the 2008 refresh. We were delighted that we have been successful in securing a bid of £5m through this process with the final ratification to release the funds from the Department for Transport at the Regional Transport Board on 23<sup>rd</sup> October 2009.

## 4. Progress Towards Targets

### 4.1 Use of Targets in Assessing LTP Performance

In developing LTP2, local authorities were required to set targets for a number of key performance indicators. These 'core targets' related to policy issues considered to be of national importance, as agreed between Government and the Local Government Association.

Local authorities are required to report performance against these indicators. Performance against these core indicators is a primary focus for Government in assessing how effectively local authorities are delivering their Local Transport Plans.

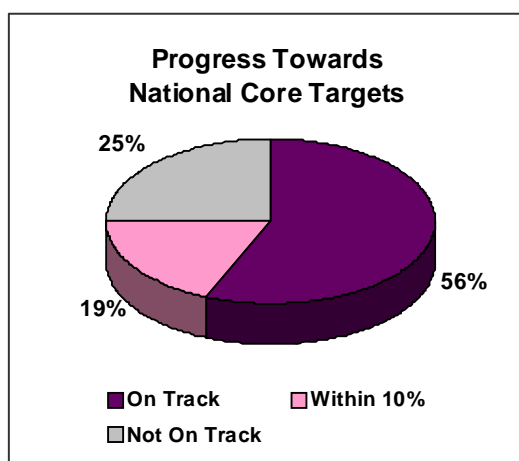
Local authorities were encouraged to adopt 'local targets', which related to issues of local importance and which demonstrated delivery of local objectives. Government guidance suggested that local indicators and targets should be objective measures of performance, and should focus on outcomes rather than processes.

For both core and local targets, local authorities were required to set performance trajectories, with regular milestones showing anticipated levels of progress towards final targets. **Table 4.1** and **Figures 4.1 and 4.2** summarise the Borough's performance in working towards its targets after the first two years of LTP2, showing the overall number of indicators where the Council is 'on track' or 'not on track' to deliver its targets.

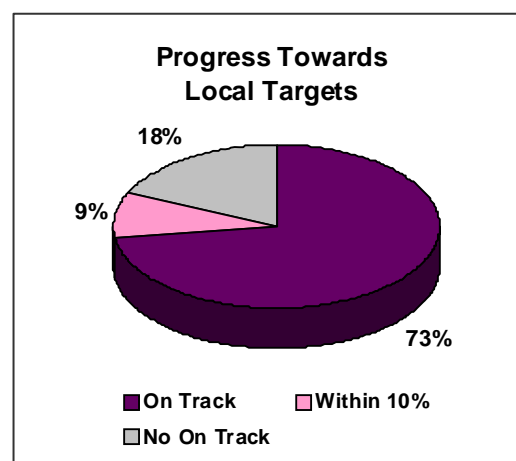
**Table 4.1: Progress towards Targets**

	On Track	Within 10%	Not On Track
Core Targets	9	3	4
Local Targets	8	1	2

**Figure 4.1**



**Figure 4.2**



In addition to the annual monitoring and reporting process, the Royal Borough prepares monthly LTP monitoring and exceptions reports for internal use. These provide regular snapshots of progress throughout the year and provide an early warning where progress is found to be significantly different from that which is expected. This flags up anomalies that merit further investigation and highlights areas where resources should be targeted.

## 4.2 Progress Towards Core Targets

Core Indicator	Definition		Year	Value	Actual and Trajectory Data							Status	Notes	
Road Condition (% where structural maintenance should be considered)	BV223: Principal Roads [NI 168]	Base Data	2003/04	0.83	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	Highway condition data is captured using specialist equipment (SCANNER) as per BVPI methodology. The original target, set in 2003/04, was based on different survey methodology (Coarse Visual Inspections), which measured different characteristics of the road condition. Trajectories and targets were amended in 2007 to reflect the new methodology. However, SCANNER methodology continues to change affecting comparability of results.	
		Target Data	2010/11	1	Actual	12.6	16.7	14.0	10.0					
		Units	%		Trajectory	1	1	16	14.5	13	12			
	BV224a: Non-Principal Roads [NI 169]	Base Data	2005/06	24.8	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track		
		Target Data	2010/11	10	Actual	24.8	19.0	9.0	11.0					
		Units	%		Trajectory	20	18	16	14	12	10			
Number of deaths and serious injuries (all ages)	BV99(x): Number of people killed or seriously injured on roads in the authority	Base Data	1994-98	106	Year	2004	2005	2006	2007	2008	2009	Not On Track	Data is derived from police Stats 19 forms. Reporting is a year in arrears.	
		Target Data	2010	48	Actual	55	60	72	47	68				
		Units	Value		Trajectory	74	69	64	58	53	48			
Number of children killed or seriously injured	BV99(y): Number of children (aged less than 16) killed or seriously injured on roads in the authority	Base Data	1994-98	10	Year	2004	2005	2006	2007	2008	2009	Not On Track		
		Target Data	2010	2	Actual	3	5	4	3	7				
		Units	Value		Trajectory	6	5	5	4	3	3			
Number of slight casualties	BV99(z): Number of slight casualties on roads in the authority	Base Data	1994-98	602	Year	2004	2005	2006	2007	2008	2009	On Track	Data is derived from police Stats 19 forms. Reporting is a year in arrears.	
		Target Data	2010	542	Actual	558	474	521	543	509				
		Units	Value		Trajectory	572	567	562	557	552	547			
Mode share of journeys to school	Share of journeys by car (including vans and taxis), excluding car share journeys [NI 198]	Base Data	2006/07	42.4	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	Within 10%		In line with the latest DfT guidance, the new targets use School Census data and a hands-up survey of independent schools.
		Target Data	2010/11	37.0	Actual	-	42.4	42.7	41.8					
		Units	%		Trajectory	-	42.4	41.0	39.6	38.3	37.0			

Core Indicator	Definition		Year	Value	Actual and Trajectory Data							Status	Notes
					Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11		
Cycling trips (annualised index)	Cycling trips (annualised index)	Base Data	2006/07	100	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	Not On Track	A new monitoring methodology was adopted in 2006/07 providing more comprehensive and reliable data. 2006/07 is taken as a new base year and new targets have been adopted in line with previous trajectories.
		Target Data	2010/11	110	Actual	-	100	97.3	92.0				
		Units	Index		Trajectory	-	100	102	105	108	110		
Number of bus passenger journeys	BV102: Number of bus passenger journeys per year (thousands) [NI 177]	Base Data	2003/04	1,203	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	Figures are derived from operator data. Stretch targets set for 2008/09 and 2009/10
		Target Data	2010/11	1,323	Actual	1,233	1,414	1,586	1,678				
		Units	Value		Trajectory	1,236	1,253	1,270	1,580	1,659	-		
National air quality targets related to traffic	Monitored NO <sub>2</sub> concentration (annual mean) within Windsor AQMA [NI 194]	Base Data	2005	49	Year	2005	2006	2007	2008	2009	2010	Within 10%	RBWM contains 2 Air Quality Management Areas (AQMAs) - one in Central Maidenhead and one centred on the Clarence Road Roundabout in Windsor. Separate targets for NO <sub>2</sub> have been set for each AQMA.
		Target Data	2010	40	Actual	49	47	47	48				
		Units	µg/m <sup>3</sup>		Trajectory	49	48	46	44	42	40		
National air quality targets related to traffic	Monitored NO <sub>2</sub> concentration (annual mean) within Maidenhead AQMA [NI 194]	Base Data	2005	52	Year	2005	2006	2007	2008	2009	2010	Not On Track	RBWM contains 2 Air Quality Management Areas (AQMAs) - one in Central Maidenhead and one centred on the Clarence Road Roundabout in Windsor. Separate targets have been set for each AQMA.
		Target Data	2010	40	Actual	52	50	50	56				
		Units	µg/m <sup>3</sup>		Trajectory	52	50	48	45	42	40		
Bus Punctuality	% of buses starting route on time [NI 178a]	Base Data	2006/07	88	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	Not On Track	Data is collected through manual surveys and Geographical Positioning System (GPS) vehicle tracking data for buses equipped for Real Time Passenger Information (RTPI).
		Target Data	2010/11	90	Actual	-	88	89					
		Units	%		Trajectory	-	95	95	95	95	95		
	% of buses on time at intermediate timing points [NI 178b]	Base Data	2007/08	73	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	Not On Track	Targets are set by the Traffic Commissioner
		Target Data	2010/11	76	Actual	-	n/a	73					
		Units	%		Trajectory	-	n/a	75	75	75	75		
Satisfaction with local bus services	BV104: % of residents satisfied with local bus services	Base Data	2003/04	28	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	Previously measured every 3 years via the Household Survey. Target quoted in LTP2 was for bus users, but BV104 applies to all residents. A new target has been adopted with the same pro rata increase.
		Target Data	2009/10	56	Actual	-	35	-	-				
		Units	%		Trajectory	-	35	-	-	42	-		

Core Indicator	Definition		Year	Value	Actual and Trajectory Data							Status	Notes
National Accessibility Targets	% of households within 15 minutes of a local centre by public transport [NI 175]	Base Data	2005/06	73	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	RBWM measures performance against these indicators every three years using accessibility modelling software.
		Target Data	2011/12	80	Actual	73	-	-	92				
		Units	%		Trajectory	73	-	-	76	-	-		
	% of households without access to a car within 15 minutes of a local centre by public transport [NI 175]	Base Data	2005/06	84	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	
		Target Data	2011/12	90	Actual	84	-	-	97				
		Units	%		Trajectory	84	-	-	87	-	-		

### 4.3 Progress Towards Local Targets

Local Indicator	Definition		Year	Value	Actual and Trajectory Data							Status	Notes
Public Rights of Way Maintenance	BV178: % of public rights of way that are easy to use	Base Data	2003/04	84.9	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	Within 10%	Data is derived from site surveys undertaken twice a year. The surveys cover a random sample of just 20% of the 300km network, and some year-on-year variation is therefore to be expected
		Target Data	2010/11	95	Actual	89.1	80.4	91.8	87.4				
		Units	%		Trajectory	80	85	89	92	94	95		
Street Lighting Maintenance	% of streetlamps operating as planned	Base Data	2003/04	99.2	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	Data obtained from night time inspections and customer fault reports.
		Target Data	2010/11	97	Actual	98.9	98.3	99.3	99.3				
		Units	%		Trajectory	97	97	97	97	97	97		
	% of streetlamp columns requiring replacement	Base Data	2004/05	8	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	Columns are subjected to non-destructive structural testing. Figures quoted relate to columns judged to have a life of one to two years and are therefore in need of replacement.
		Target Data	2010/11	6	Actual	9	9	8.5	7.8				
		Units	%		Trajectory	9	9.5	9	8	7	6		
Personal Safety	Number of recorded offences: vehicle crime	Base Data	2003/04	3,195	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	Figures supplied by Thames Valley Police and include: theft of a vehicle; theft from a vehicle; and vehicle interference. A new Action Plan is being developed to identify remedial action.
		Target Data	2007/08	2,237	Actual	3,222	3,302	2,833	2,250				
		Units	Value		Trajectory	2,997	2,733	2,469	2,400	2,250	-		

Local Indicator	Definition		Year	Value	Actual and Trajectory Data							Status	Notes
Change in local traffic flows	Average annual daily traffic flow: Maidenhead sites	Base Data	2003/04	85,262	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	Data supplied from permanent automatic traffic counter sites located on key road links.
		Target Data	2010/11	93,869	Actual	85,533	85,947	85,117	83,000				
		Units	Value		Trajectory	87,234	88,107	88,900	91,567	92,940	93,869		
Change in local traffic flows	Average annual daily traffic flow: Windsor sites	Base Data	2003/04	55,774	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	Data supplied from permanent automatic traffic counter sites located on key road links.
		Target Data	2010/11	60,799	Actual	56,829	56,239	55,821	54,600				
		Units	Value		Trajectory	56,839	57,293	57,694	59,425	60,317	60,799		
	Average annual daily traffic flow: rest of Borough	Base Data	2003/04	38,340	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	Traffic flows on rural roads experienced a 1.7% increase in 2006/07, but were virtually unchanged in 2007/08. The figure is less than 1% over trajectory.
		Target Data	2010/11	42,211	Actual	39,316	40,290	40,336	40,246				
		Units	Value		Trajectory	39,277	39,619	39,976	41,175	41,793	42,211		
Walking trips (annualised index)	Walking trips - Windsor	Base Data	2006/07	100	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	On Track	A new monitoring methodology was adopted in 2006/07 providing more comprehensive and reliable data than before. 2006/07 is taken as a new base year and new targets have been adopted in line with previous trajectories.
		Target Data	2010/11	110	Actual	-	100	109	105				
		Units	Index		Trajectory	-	100	102	105	108	110		
	Walking trips - Maidenhead	Base Data	2006/07	100	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	Not On Track	
		Target Data	2010/11	110	Actual	-	100	90	95				
		Units	Index		Trajectory	-	100	102	105	108	110		
Satisfaction with public transport information	BV103: % of residents satisfied with local provision of public transport information	Base Data	2003/04	28	Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	Not on Track	Measured via the Best Value Household Survey. It should be noted that the survey was conducted prior to the launch of the Borough's Real-Time Passenger Information system.
		Target Data	2010/11	45	Actual	-	32	-	-				
		Units	%		Trajectory	-	37	-	-	45	-		

## 5. Moving Forward

### 5.1 Lessons Learned

#### *What has worked well?*

**Programme Management** – The Borough has adopted a comprehensive, clearly defined and robust project management regime to manage and monitor delivery of projects and programmes. This identifies clear responsibility, accountability and reporting practices to ensure delivery and progress towards targets.

Monthly reports are prepared, providing details of expenditure and scheme delivery, which can be readily compared against predicted profiles, highlighting where progress is deviating from expected levels. This has enabled the Council to quickly identify and bring forward replacements where it is found that schemes cannot be progressed within the current financial year. This rigorous approach has enabled achievement of stretch targets for both expenditure and scheme delivery.

**Performance Monitoring** – The Borough has adopted a new monitoring regime for LTP2, which has proved to be highly effective and has since been rolled out to other areas across the Council.

The Council is increasingly making use of modern technology to capture more comprehensive, reliable and meaningful data. For example, the use of cameras to record walking and cycling trips has enabled many new sites to be surveyed at no additional cost. GPS equipped vehicles are providing more regular and robust monitoring of bus punctuality data, identifying areas where delays are experienced and improving confidence in public bus services.

The Borough is also using data more effectively. For example, transport related information is being shared with colleagues across the Council to inform not only capital investment programmes, but also programmes and strategies relating to maintenance, education, crime reduction and land use planning.

Monthly monitoring and exceptions reports are prepared for LTP performance indicators, with proxy indicators being used where data is collected annually. This provides an early indication of where performance is deviating from expected levels, and highlights areas for further investigation and potential remedial action.

These reports are presented to a Project Board comprising technical officers from across the Council. The Project Board then reports to a Steering Group comprising senior managers from across the Community Services Directorate. In addition, reports are included on Lead Member briefings. This ensures that key issues can be communicated effectively throughout the organisation and that effective and timely action can be taken as and when required.

#### *Areas for Future Action?*

**Smarter Choices** – There is strong evidence to suggest that ‘smarter choices’ initiatives, such as travel information and advice, awareness campaigns, education programmes, travel plans and integrated ticketing solutions can have



a significant impact on travel choices and effectively complement improvements to transport infrastructure and networks.

In particular, results from the Sustainable Towns Demonstration Projects demonstrate the significant shifts from car-based travel towards walking, cycling and public transport use as a result of the measures introduced. The Cycling Demonstration Towns have also achieved some impressive results with related initiatives. The Council hopes to learn from these pilot authorities and apply the lessons learned through local programmes and initiatives.

The Council has made a good start in developing Smarter Choices initiatives. At the end of 2008/09, 75% of the borough's state schools had active School Travel Plans and all but three schools are now engaged in the process. The Royal Borough comprehensively revamped its School Travel Reward Scheme (STaRS) in 2008 bringing in local sports clubs as well as the leisure centres, offering a range of fun and healthy activities as rewards to children who regularly walk and cycle to school.

The Council has also worked with neighbouring authorities to promote the Berkshire School Travel Excellence Programme (STEP), which is an accreditation and awards scheme designed to encourage schools to implement their School Travel Plans and keep them updated. Three of the borough's schools achieved accreditation in 2008/09, including a gold accreditation for St Mary's Catholic Primary School with silvers for Ellington Primary School and Boyn Hill Infant and Junior School. Also, local schools scooped three out of the six Berkshire STEP awards. St Mary's were awarded the 'Big Step Award' as the school with the highest score in the STEP assessment. They also won the 'Pupil Involvement' Award'. Ellington were awarded the 'Innovative Project Award' for their fundraising efforts for a new pedestrian access, which has helped to dramatically cut traffic congestion outside the school.

This activity with schools is starting to have an impact and the latest results from the School Census show that there has been a sustained increase in walking and cycling to school since 2006/07 and the rise in car use for the school run appears to have been halted and reversed.

As well as working with schools, the Council has also worked with local businesses to implement workplace travel plans, with five new travel plans developed in 2008/09 for a variety of local organisations. The Royal Borough has worked with the other Berkshire Local Authorities to look at how travel plans are reviewed and to draw up a common review template. This has since been successfully piloted with a major local employer and will be used to assess other established travel plans.

The Council has also started to develop a Travel Plan for its own staff and members. The Borough has taken advantage of free consultancy support from the Energy Savings trust to undertake a Fleet Management Review. This highlighted a number of areas for improvement, including the need to reduce 'grey fleet' mileage (staff using their own vehicles for business travel). A consultation exercise with staff revealed that nearly 80% of RBWM staff currently drive to work, which is significantly higher than both the regional and national averages. The consultation highlighted a number of key issues that need to be addressed by the travel plan, and secured valuable feedback on the sorts of measures that could be effective in tackling these issues. A trial pool car scheme has proved to be popular with staff and is helping to reduce the



council's CO<sub>2</sub> emissions as well as reducing the need for staff to bring their own vehicles to work. The Council recently consulted on a Draft Travel Plan and is hoping to launch the final version towards the end of 2009.

**External Funding Bids** – The Borough has identified a number of potential sources of external funding for transport projects. For example, the Council is working with the Olympic Delivery Authority, neighbouring local authorities and other stakeholders regarding infrastructure improvements for the Games, including facilities that will provide a lasting legacy for the local area, with £200k committed for cycling improvements in the Eton Dorney area.

The Borough also bid for funding under the Sustrans Links to Schools scheme, in order to construct a new cycle route connecting schools in north-west Maidenhead to the local and national cycle networks. The council has recently heard that this bid has been successful, securing £170k of match funding.

## 5.2 Risk Assessment

There are a number of key risks and opportunities, which may affect implementation of the LTP in the remaining years of the plan period. The main ones are identified and discussed below.

**Scheme Delivery** - There is always a risk that schemes may be deferred or even rejected in order to take account of consultation responses.

Also, increased levels of funding bring additional challenges in terms of securing adequate resources for the management, design and implementation of the capital programme.

**Funding** - is a key risk, but also an important opportunity. While LTP settlements are confirmed for the remainder of the plan period, there are a number of other sources of funding where there are significant unknowns, including continued availability of Section 106 funding from new developments.

As a 'floor authority', the Borough is unable to make full use of borrowing approvals that form the bulk of the LTP settlement, and so it relies heavily on its own resources to deliver the capital programme. The Borough has been very successful in securing Section 106 contributions for transport schemes in the past, but there are concerns that this may not be sustainable in the current economic climate.

**Achievement of Targets** – While achievement of targets does not affect implementation of the current travel plan, it may have an impact on future funding, e.g. achievement of Local Area Agreement reward targets could result in additional government funding. This is also likely to be a key factor that will influence how future transport settlements are allocated for the next Local Transport Plan which comes into effect in April 2011.

## 5.3 Mitigation Measures

### *Scheme Delivery*

The Borough seeks to minimise any risk associated with consultation by engaging with key stakeholders from an early stage to ensure that their views

are considered in the design process, with dialogue maintained as projects develop to ensure that issues are dealt with as they arise.

The Council regularly reviews future resource requirements, and seeks to have adequate resources in place to deal with any predicted increase in demand. Temporary project management expertise has been brought in to handle peaks in workload associated with the Windsor Relief Road Maintenance Scheme.

### *Funding*

The Council is continually seeking opportunities to access new external sources of funding to support transport projects, drawing on assistance from the External Funding Team to identify and bid for additional funding.

The Council is also getting together with neighbouring authorities to identify opportunities for joint working and efficiency improvements in order to make better use of available funding, particularly through the Berkshire Strategic Transport Forum, which is progressing with a number of projects at a sub-regional level, including:

- M4 Capacity;
- North-South Routes;
- Inter-Urban Bus and Coach Routes; and
- Western Access to Heathrow.

### *Achievement of Targets*

**Casualty Reduction** – There was a significant increase in the overall number of people killed or seriously injured and in the number of children killed or seriously injured in 2008. Because the relative numbers are so small, particularly for children killed or seriously injured, even small changes in casualty numbers have a disproportionate effect on the performance indicators. It should be noted that overall casualty numbers decreased in 2008 and that the overall trend for casualties continues to fall.

The Council continues to adopt a holistic approach to tackling road safety, using a combination of education, enforcement and engineering measures. We are also continuing to work with the Highways Agency to identify measures to reduce casualty rates on the strategic road network within the Borough. An analysis of the latest casualty data highlights some trends relating to the wearing of seatbelts, drink driving and motorcycle crashes, which highlights where we will concentrate our efforts in the coming months.

**Mode Share of Journeys to School** - With regard to reducing the proportion of children travelling to school by car, the Borough has put into place an effective strategy, which will be delivered through the School Travel Advisor. School Travel Plans will be supported by: increased investment in Safer Routes to School; area-wide incentive schemes to promote walking and cycling; participation in national campaigns such as Walk to School; and an accreditation and awards scheme to encourage schools to implement their School Travel Plans. The School Census suggests that the rising trend in car use for the school run has been halted and even showing signs of reversing. It is hoped that as more schools develop their travel plans and the other measures start to have an effect, which this will translate through to improved performance.

**Cycling Trips** - The way in which cycling trips are monitored has been significantly improved for LTP2, with complete cordons around the main town centres capturing all trips in and out. However, the annual count only provides a single snapshot of cycling for each year and although efforts are made to ensure that surveys are undertaken at the same time of year and during similar weather conditions, levels of cycling are inherently variable and more frequent sampling is required to minimise the effects of day-to-day fluctuations. To this end, the Borough has been investigating options for permanent cycle counter sites, which would give a better idea of overall trends in numbers and enable calibration of snapshot survey results. A counter is due to be installed at Barry Avenue in Windsor to evaluate the benefits.

Investment in cycling infrastructure has been increased to £100k in 2009/10. The Borough has recently been successful in securing £170k of match funding from the Links to Schools Fund to deliver a comprehensive series of walking and cycling improvements that will greatly improve access to four schools in north-west Maidenhead.

Capital investment is being supported by investment in cycle training. The Borough has been successful in securing £20k of grant funding to launch Bikeability (the new national standard for cycle training) in 2009/10.

**Bus Punctuality** - The Borough has successfully negotiated punctuality agreements with the two main local bus operators, which should help to deliver progress towards punctuality targets. The Market Street bus stop traffic management scheme was implemented in 2008/09. Officers will seek to identify further schemes to tackle locations that are known to cause delay to buses.

**Walking Trips** - The Borough has significantly increased expenditure on new footways / footway improvements for 2008/09. While we remain on track to deliver targets for Windsor, the results for Maidenhead are less promising. This may be partly due to the downturn in the local economy, with fewer people visiting the town centre. The Partnership for the Rejuvenation of Maidenhead is looking to improve access to the town centre from the surrounding areas as part of a wider regeneration scheme, and it is intended that a number of schemes will be identified over the coming months and subsequently progressed.

**Air Quality** - Progress towards air quality targets is subject to a number of external factors such as weather. However, there are a number of actions that are being taken to minimise congestion and associated vehicle exhaust emissions, which should start to have an impact in the latter years of LTP2.

The Council has commissioned consultants to investigate options for upgrading the Borough's Urban Traffic Control (UTC) systems. Once implemented, this work should enable improved and more responsive signal phasing to improve flows and reduce congestion at junctions. It should also enable the introduction of bus priority at key junctions. Collection of data through the UTC system will also be used to inform drivers of congestion and alternative routes, via new variable message signing (VMS), which are also being installed on approach roads to the town centres. Existing VMS for local car parks will also be improved, with additional signs proposed for Maidenhead to minimise traffic circulating looking for spaces.

As part of the Windsor Parking and Transport Package major scheme, the Council is seeking funding for a complete redesign of the Clarence Road roundabout, which is at the heart of the Windsor Air Quality Management Area. The scheme would significantly improve traffic flows through the junction, this cutting congestion and improving air quality.

The Borough is also developing a Borough-wide traffic model, which will enable sources of congestion to be identified and various interventions modelled and assessed for their effectiveness in addressing the congestion and associated air quality issues. The model should be ready by end of December 2009.

**Satisfaction With Public Transport Information** - While satisfaction with local bus services has improved significantly following the introduction of the Borough Bus network in Maidenhead, satisfaction with public transport information remains low.

Both public transport operators and the Council produce comprehensive information, which is available via the internet and printed material. However, at-stop information remains an area of weakness, particularly in Maidenhead outside the main town centre stops.

The Borough has continued to make good progress in rolling out its real-time passenger information systems, with bus stop displays, text and web-based services. The Council has also agreed new contracts for the Borough Bus network, with new clauses incorporated to ensure that operators assume greater responsibility for provision of at-stop information.

#### **5.4 Future Year Programmes**

The confirmation of LTP settlements for the remaining 2 years of LTP2 has enabled the Borough to plan its future expenditure with greater certainty. The Council has already developed a provisional capital programme for 2010/11 and is looking to move towards developing agreed capital programmes for 2 years ahead. This will reduce delays at the start of the financial year associated with developing and approving the programme and will enable those charged with its delivery to plan ahead and ensure that sufficient staff and technical resources are in place.

## Glossary

Definition	Acronym	Description
Accessibility		The ease with which an individual can access everyday services and facilities, such as education, employment, healthcare and shops.
Active Traffic Management	ATM	System designed to reduce congestion and improve journey time reliability, directing drivers to use the hard shoulder during times of peak congestion via electronic signs above each lane.
Air Quality Management Area	AQMA	Area designated by the local authority where national air quality objectives are unlikely to be met.
Bus Priority		Generic term for measures designed to give buses priority over other traffic.
Capital Funding		Funding available for one-off infrastructure projects.
Concessionary Fares		Scheme to provide compensation to bus operators who suffer loss of revenue as a result of providing reduced fares to elderly and disabled passengers.
Crossrail		Rail scheme crossing central London, linking Maidenhead and Heathrow in the west to Essex and Kent in the east. It travels underground through the city centre between Paddington and east London. Scheduled to commence operation in 2017.
Decriminalised Parking Enforcement	DPE	Where the responsibility for parking enforcement is transferred from the Police to the Local Authority.
Demand Management		Generic term for measures designed to manage or restrict the demand for travel.
Department for Transport	DfT	Central government department with responsibility for transport headed by a Secretary of State.
Developer Funding/ Developer Contributions		Financial support obtained from developers - used to mitigate the adverse effects of the development usually via a S106 agreement.
Environment Agency	EA	Government agency responsible for protecting and improving the environment in England and Wales
Footpath		A route over which the public have a right of way on foot only.
Footway		The area designated within the carriageway for use by pedestrians.
Government Office for the South East	GOSE	Represents central government in the South East. Promotes better and more effective integration of government policies and programmes at a regional and local level.
Highways Agency	HA	Executive Agency of the Department for Transport responsible for operating, maintaining and improving the strategic road network in England.
Integrated Ticketing		Arrangements whereby a single ticket allows passage over several stages and/or operators of a public transport journey. May also include entry to a visitor attraction, venue or event.

Definition	Acronym	Description
Integrated Transport		Co-ordination between modes of transport and between operators working within the same mode.
Light Rail		Lightweight passenger rail (operating singly or in short trains) on fixed rails. Typically driven electrically, with power drawn from overhead electric lines. May share infrastructure with heavy rail and / or road vehicles.
Local Area Agreement	LAA	Local Area Agreements set out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level.
Local Development Framework	LDF	A portfolio of documents called Local Development Documents, which together will provide the spatial planning framework for a local authority area.
Local Plan		Detailed land use plan to guide development at District/Borough level – replaced by LDF.
Local Transport Plan	LTP	5 year plan that sets out transport strategy, investment programmes, targets and monitoring procedures.
Local Safety Schemes	LSS	Measures introduced to address safety issues at a specific location.
Major Schemes		Term used within the LTP process to describe a transport scheme valued at over £5m.
Mobility Management		Promoting sustainable transport and managing demand for car use by changing attitudes and behaviour.
Network Management		Duty imposed by the Traffic Management Act 2004 on local traffic authorities to secure expeditious movement of traffic on their own road networks, and those of neighbouring authorities.
Network Rail		Company that owns and operates the majority of the rail infrastructure in England, Wales and Scotland.
Non-Principal Roads		B and C class roads that are maintained by local authorities. These generally have lower traffic densities than principal roads.
Off-Street Car Parking		Parking provision in off-street car parks, owned and operated by the local authority or private sector.
On-Street Car Parking		Parking provision within the public highway and is the responsibility of the local highway authority.
Park and Ride		Scheme whereby vehicles are parked at a remote location and occupants complete the journey to their destination via a dedicated public transport service.
PEST Analysis	PEST	Political, Economic, Social, and Technological analysis.
Principal roads		Major roads maintained by local authorities. They are mainly A roads and tend to be in urban areas.
Public Rights of Way	PRoW	Minor public highways that exist for the benefit of the community at large. They are usually footpaths, bridleways or byways.
Quality Bus Partnerships	BQP	Voluntary or statutory agreements whereby operators improve buses and services and the local authority improves infrastructure.
Reallocation of Roadspace		Generic term for measures designed to increase roadspace for sustainable transport by reducing the amount of roadspace available to other traffic.



Definition	Acronym	Description
Regional Transport Board	RTB	Partnership board comprising six SEERA members plus representatives from SEEDA, GOSE, Highways Agency, Confederation of Passenger Transport and Network Rail. Gives advice on the delivery and implementation of regional transport projects.
Revenue Funding		Financial resources allocated over a period of time, usually to fund on-going initiatives or costs.
Safer Routes to School	SRTS	Programme of schemes designed to increase safety for children on the journey to school and encourage additional walking and cycling trips.
South East England Development Agency	SEEDA	Government funded agency with responsibility for the sustainable economic development and regeneration of the South East of England.
South East England Partnership Board	SEEPB	Represents the views of councils and communities in the South East, with representatives from the region's local authorities, business, voluntary and environmental sectors. SEEPB has a strategic role, setting priorities for the region in key work areas, such as regional planning, housing and transport.
Shopmobility		Scheme providing manual / powered wheelchairs and scooters to anyone with a mobility problem. There are permanent facilities in Maidenhead and Windsor Town Centres, with a mobile service covering major events.
SWOT Analysis	SWOT	Analysis of Strengths, Weaknesses, Opportunities and Threats
Traffic Calming		Generic term for measures to slow and/or discourage traffic and improve safety.
Traffic Commissioner		Licensing authority for passenger carrying and goods vehicles.
Traffic Management Act 2004	TMA	Act of Parliament that introduced the Network Management Duty and Traffic Managers, and extended Decriminalised Parking Enforcement powers.
Traffic Manager		Statutory appointment under the Traffic Management Act 2004.
Traffic Model		Using specialist computer software to replicate existing traffic and congestion across a road network and test various future scenarios.
Train Operating Company	TOC	Company holding a franchise to operate train services under the terms of the Railways Act 1993.
Travel Plans		A package of measures tailored to the needs of individual employers or schools and aimed at promoting greener, cleaner travel choices by reducing reliance on the car
Trunk Roads		Strategic roads which, along with motorways, are managed by the Highways Agency.
Unclassified Roads		Local roads that are maintained by the local authority. These have lower traffic densities than roads on the primary and non-primary networks.
Urban Traffic Control	UTC	An approach to the use of Intelligent Transport Systems, which aims to manage traffic through a range of electronic and technical initiatives.