Network Management Supplementary Strategy Document

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Slough Borough Council

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1. Introduction

1.1 Overview

This document sets out the role that the Borough's Network Management Duty will have for Slough during the third Local Transport Plan (LTP3) period. LTP3 commences on 1st April 2011 when the Borough's previous Local Transport Plan (LTP2) expires, and provides the framework for the borough's transport strategy and associated implementation plan.

The Borough also has a statutory duty to ensure the expeditious movement of traffic on the Borough's and neighbouring local authorities' road network, which is encapsulated through the Network Management Duty.

This document therefore sets out in detail how the approaches and measures to ensure the expeditious movement of traffic in Slough will help to achieve both the objectives and outcomes of the LTP3, and the responsibilities of the Network Management Duty (NMD) itself.

The key challenge for Slough during LTP3 will be to develop creative solutions to overcome the fact that it is not often practical or even possible to provide more road space to accommodate the increasing demands of the traffic flow. This means that it is therefore necessary to manage the existing network more effectively and efficiently.

The Network Management Duty

Part two, Section 16(1) of the Traffic Management Act (2004) states:

'It is the duty of a local traffic authority to manage their road network with a view to achieving, so far as reasonably practicable having regard to their other obligations, policies and objectives, the following objectives:

- Securing the expeditious movement of traffic on the authority's road network; and
- Facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.'

It is stated within the Act that the term 'traffic' includes all road users including pedestrians. Therefore, consideration needs to be given to the efficient management of all users of the network.

Under the Network Management Duty the Local Transport Authority (LTA) also needs to consider the impacts of their actions on the networks within neighbouring authorities to achieve the best operation possible of the wider network.

One of Slough Borough Council's (SBCs) long term visions is to achieve 'more balanced and well managed local transport'. This vision aligns with the Traffic Management Act (2004) which now places a Network Management Duty on local authorities to keep traffic flowing and to manage local transport more efficiently.

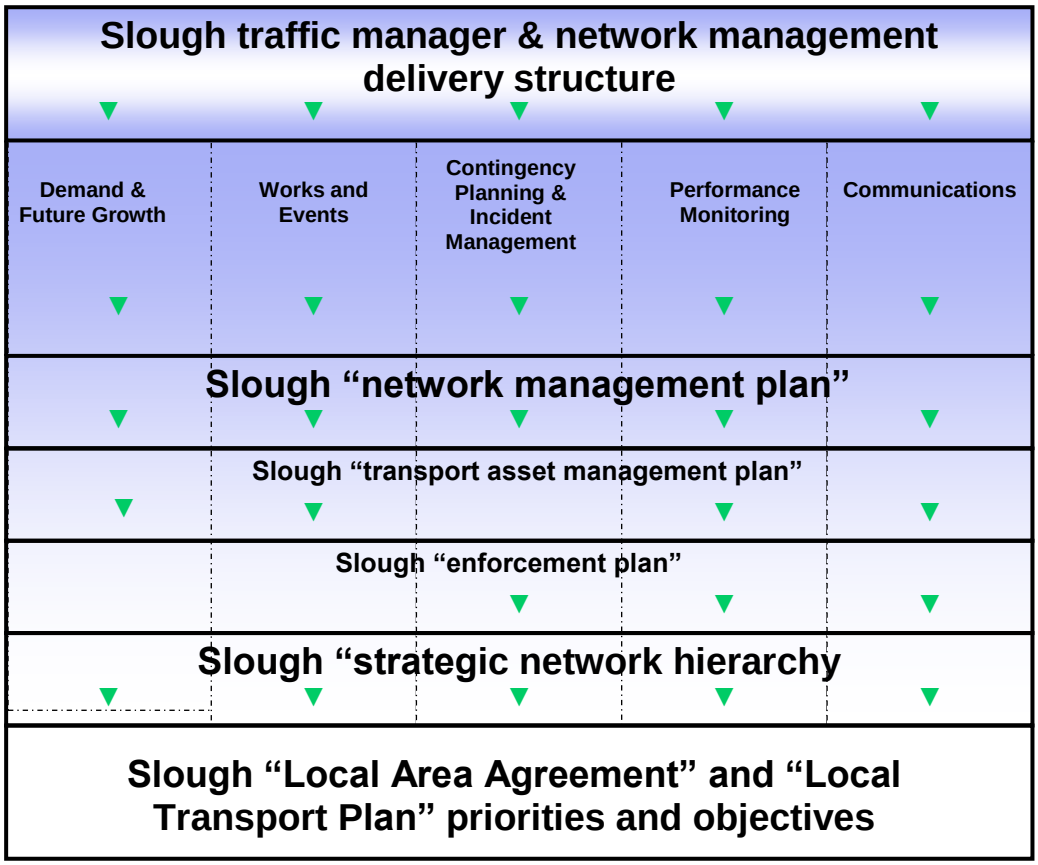
Slough's Network Management Plan

This Plan outlines how SBC:

- currently manages its network;
- identifies opportunities for improvement during LTP3; and
- uses performance measurements to monitor the level of success achieved in network management and sets appropriate targets to stretch performance in future management of the network.

The approach to Network Management at SBC extends beyond just reducing delays or co-ordinating and managing issues that may affect network operation, although those elements are clearly important. Our approach outlined in Figure 1.1 has at its core priorities and objectives set out in SBC's Local Area Agreement and Local Transport Plan (outlined in Chapter 2), meaning it is aligned with wider policies and objectives in Slough.

Figure 1.1 - Approach to Network Management at SBC



A delivery structure has been established to assure network performance through management of five key work streams. They are:

- NMD Theme 1: Network Efficiency, Demand and Future Growth (EDG)
- NMD Theme 2: Planning and Management of Works and Events (MWE)
- NMD Theme 3: Contingency Planning and Incident Management (CIM)
- NMD Theme 4: Performance Monitoring and Management (PMM)
- NMD Theme 5: Communications (COM)

Delivery of these work streams relies on the application of a range of good practice techniques as highlighted in the Department for Transport's (DfT) 'Network Management Duty Guidance (2004)' document. The table below identifies the extent to which the five work streams utilise the techniques of traffic management set out in the DfT document in undertaking Network Management in Slough.

Table 1.1 – Use of NMD Techniques by Work Stream

NMD Guidance - Techniques	Work Streams				
	EDG	MWE	CIM	PMM	COM
Identifying and managing different road types	●	●	●		
Monitoring the road network	●			●	
Identifying locations where regular congestion occurs	●			●	
Co-ordination and direction of works		●			●
Dealing with planned events		●			●
Management of incidents			●		
Making best use of technology	●			●	●
Managing parking and other traffic regulation	●			●	
Enforcing road traffic regulation	●			●	
Accommodating essential service traffic	●				
Regular reviews of the network	●				
Consultation and engagement with stakeholders	●	●	●	●	●
Provision of travel information to road users and the community	●				

This report identifies our transport priorities that are relevant to network management, the network hierarchy and the organisation and approach to delivering the NMD, and is structured as follows:

- Chapter 2 – Context
- Chapter 3 –Challenges and Options
- Chapter 4 – NMD Strategy
- Chapter 5 – NMD Implementation Plan

2. Context

2.1 Transport Policy Context

2.1.1 Local Context

The way in which SBC's NMD is fulfilled, is influenced by the wider policy framework in SBC. In turn, this policy framework stems from the unique conditions of the local environment and the ambitions of SBC and the wider community.

Slough is a compact urban borough, covering an area of just 32.5 square kilometres and is one of the smallest unitary authorities in the UK. It is also a borough of extremes. On one hand, it plays an important part in the foremost economy in the Thames Valley due in part to its close proximity to Heathrow airport and London, as well as its excellent east–west transport links. There are however pockets of deprivation with 6% of super output areas (SOAs) within the 20% most deprived areas nationally, with the worst areas located in the south of Langley, Chalvey and Colnbrook. In terms of the seven individual deprivation domains, Slough performs worse on income and crime deprivation, with 22% and 53% of SOAs respectively within the 20% most deprived SOAs nationally,

One of the main challenges for the Council is the growing problem of traffic congestion. Traffic levels have increased greater than expected over the period of the LTP2 (2006-2011). Data from the DfT National Road Traffic Estimates (NRTE) suggests that Traffic growth on the local road network in Slough was 7.4% between 2004 and 2007.

2.1.2 The Local Area Agreement

SBC is currently leading the revision of the Local Area Agreement (LAA) in partnership with the wider Local Strategic Partnership (LSP). Transport is firmly placed at the centre of the revised LAA, reflecting the general concern in the Borough over congestion. Transport is one of the cross cutting themes of the LAA and agreement has been reached within the LSP for the inclusion of three transport related national indicators in the LAA all of which seek to ease congestion by focusing on modes of travel other than the car. The agreed indicators are

- N1 198 – Children Travelling to School – mode of transport usually used;
- N1 175 – Access to services and facilities by public transport, walking and cycling; and
- NI 177 – Local bus journeys originating in the authority area.

The wider context provided by the LAA is important not least because it assures us that transport and network management - as an integral component - is a key issue for the LSP and as such, our plans are supported by the wider delivery work of the LSP.

2.1.3 Transport and LTP

SBC's Second Local Transport Plan 2 (LTP2) set out the Council's five-year transport objectives (2006-2011), several of which were directly influenced by network management objectives. To achieve the LTP2 objectives SBC concentrated on a range of measures based on maximising opportunities within the existing network, promoting a change in travel behaviour, managing demand, and widening travel choice.

To date good progress has been made in delivering the objectives, such as:

- A number of Strategy documents, such as the Freight Strategy, Walking and Cycling Strategy, and Intelligent Transport Strategy have been produced,;

- Management of street works has been tightened up with much improved identification of and action against major works carried out without notification;
- An urban traffic control (UTC) scheme to link traffic signals to a Strategic Control Centre, improving traffic flow and assisting bus services is under development;
- Greater understanding and fulfilment of the Council's obligations under the Traffic Management Act is being achieved;
- The Quality Bus Partnership with First Berkshire has led to improvements in vehicles and infrastructure;
- Delivery of a number of schemes to promote walking and cycling including 'Route Q' to Wexham Park Hospital and new and better crossings;
- A number of travel plans implemented in partnership with schools and major employer;
- Implementation of programme of SBC Parking Watch schemes.

This Plan will support the preparation of the Council's Third Local Transport Plan (LTP3), which comes into effect from April 2011 when LTP2 expires. The Council's contribution to national and local transport goals are discussed further in the LTP3 document. The Department for Transport (DfT) has published a set of five key national transport goals, with related challenges, for developing future transport infrastructure in its document 'Delivering a Sustainable Transport System' (DaSTS) (2009) as follows:

We want our transport system

- *To **support** national **economic** competitiveness and **growth**, by delivering reliable and efficient transport networks*
- *To reduce transport's emissions of carbon dioxide and other greenhouse gases, with the desired outcome of **tackling climate change***
- *To **contribute to better safety security and health** and longer life-expectancy by reducing the risk of death, injury or illness arising from transport and by promoting travel modes that are beneficial to health*
- *To **promote** greater **equality of opportunity** for all citizens, with the desired outcome of achieving a fairer society;*
- *To **improve quality of life** for transport users and non-transport users, and to promote a **healthy natural environment***

The new coalition Government has expressed its support for these 'DfT' objectives, although with greater emphasis placed on the economic and climate change objectives.

Based on the DfT over-arching goals listed above, as well as the previous LTP2 objectives and objectives set out in the Sustainable Community Strategy SBC has developed a set of 12 high level objectives for the LTP3 period described in the following table:

Table 2.1 – SBC's LTP3 Objectives

LTP3 Goal	LTP3 objective
Promote equality of opportunity, celebrating diversity and enabling inclusion	1. To make sustainable transport options accessible to all
	2. To enhance social inclusion and regeneration of deprived areas.
Contribute to better	3. To reduce the number of traffic accidents involving death or injury.

safety and security and adding years to life and life to years	4. To minimise the opportunity for crime, anti-social behaviour and terrorism and maximise personal safety on the transport network.
	5. To protect and improve personal health.
Reduce carbon emissions	6. To reduce transport's CO_2 emissions and make the transport network resilient to the effects of climate change
Improve quality of life by making Slough a cleaner, greener place to live, work and play	7. To minimise the noise generated by the transport network, and its impacts.
	8. To mitigate the effects of travel and the transport system on the natural environment, heritage and landscape.
	9. To achieve better links between neighbourhoods and access to the natural environment.
	10. To improve the journey experience of transport users across Slough's transport networks.
Support economic growth, creating prosperity for all	11. To ensure that the transport system helps Slough sustain its economic competitiveness and retain its position as an economic hub of the South East.
	12. To facilitate the development of new housing in accordance with the LDF

Effective network management has an important role to play in supporting the delivery of these LTP3 objectives, and the continual updating of the Network Management Plan has considered how the objectives of LTP3 can best be met.

Network management has a part to play in all the DfT goals, related challenges, and LTP3 objectives, but it has particular relevance to the following:

Support Economic Growth

- Reduce lost productive time including by maintaining or improving the reliability and predictability of journey times on key local routes for business, commuting and freight (DaSTS challenge)
- Improve the connectivity and access to labour markets of key business centres (DaSTS challenge)
- Deliver the transport improvements required to support the sustainable provision of housing, and in particular the PSA target of increasing supply to 240,000 net additional dwellings per annum 2016 (DaSTS challenge)
- Ensure local transport networks are resistant and adaptable to shocks and impacts such as economic shocks adverse weather, accidents, terrorist attacks and impacts of climate change (DaSTS challenge)

Promote Equality of Opportunity

- To make sustainable transport options accessible to all (LTP3 objective)
- Enhance social inclusion and the regeneration of deprived or remote areas by enabling disadvantaged people to connect with employment opportunities, key local services, social networks and goods through improving accessibility, availability, affordability and acceptability (DaSTS challenge)

Contribute to Better Safety, Security and Health

- Improve the health of individuals by encouraging and enabling more physically active travel. (DaSTS challenge)

- Reduce the vulnerability of transport networks to terrorist attack. (DaSTS challenge)

Improve Quality of Life and a Healthy Natural Environment (DaSTS challenge)

- Improve the experience of end-to-end journeys for transport users. (DaSTS challenge)
- Sustain and improve transport's contribution to the quality of people's lives by enabling them to enjoy access to a range of goods, services, people and places (DaSTS challenge)

SBC will seek to deliver the LTP3 objectives through a programme of works which focuses on both hard (on-street) and soft (campaign / education) measures. In practical terms this means a range of activities and schemes will be undertaken as part of the Network Management Plan which contributes towards LTP2 objectives, including improvements to the:

- Operating environment for buses;
- Walking environment;
- Cycling environment;
- Information for travellers including smarter choices;
- Management of parking;
- Enforcement of parking regulations;
- Use of road space;
- Predicting and managing future network pressures;
- Management of road works and events; and
- Contingency planning and incident management

2.2 Organisation and Approach to Delivering the NMD

2.2.1 Traffic Manager

Joe Carter (Head of Transport) is the Traffic Manager for SBC. The Traffic Manager has a statutory role, under the Traffic Management Act 2004, to exercise SBC's Network Management Duty (NMD) to:

- Secure the expeditious movement of traffic on SBC's road network. Traffic includes all road users, pedestrians and cyclists as well as motorised vehicles, whether engaged in the transport of goods or people; and
- Facilitate the expeditious movement of traffic on road networks for which another authority is the traffic authority i.e. motorways and trunk roads and other roads in the greater area.

2.2.2 Network Management Engineer

The Traffic Manager is supported by a Network Management Engineer, Eddie Hewitt, who provides day-to-day support by helping to ensure that all teams within SBC that are associated with activity on, or related to, the highway network are considering SBC's Network Management Duty. The Network Management Engineer also chairs the Network Management Assurance Group and Network Management Steering Group meetings, discussed below.

2.2.3 Network Management through Matrix Delivery

The Traffic Manager does not have management of all service areas within SBC responsible for delivering the NMD. Instead a matrix of responsibilities has been established with regular reporting to the Traffic Manager.

Table 2.2 details the matrix of responsibilities associated with NMD delivery at SBC.

Table 2.2 – NMD Delivery at SBC

Officers	Responsibilities								
	NMD Delivery Systems	Network Hierarchy	Events & Works	Contingency & Incidents	Demand & Growth	Performance Monitoring	Communications	Whole Authority	Action Plan & Improvement
Head of Transport (Traffic Manager)	●	●	●	●	●	●	●	●	●
Assistant Director Transport & Planning*		●						●	●
Network Management Engineer	●	●	●	●	●	●	●	●	●
Transport Strategy Manager					●	●	●		●
Traffic Engineering Manager					●	●	●		●
Integrated Transport Manager					●	●	●		●
Parking Manager					●	●	●		●
Head of Highways			●	●		●	●		●
Street Works Manager			●	●		●	●		●
Emergency Planning Manager				●					

Management of the matrix arrangements is achieved through a regular programme of meetings as detailed in Table 2.3.

Table 2.3 – Programme of Meetings

Meeting	Frequency	Attendees	Coverage
Network Management Steering Group	Quarterly	• Traffic Manager (Head of Transport) • Network Management Engineer (Chair) • Assistant Director Transport & Planning (Whole Authority Advocate) • Head of Highways • Emergency Planning Officer	All aspects of Network Management
Network Management Assurance	Monthly, with report to Traffic	• Head of Highways • Network Management Engineer	Events & Works, Contingency & Incidents,

Meeting	Frequency	Attendees	Coverage
(Street Works) Group	Manager	(Chair) • Street Works Manager • SAG / Events Representation	Performance Monitoring, Communications, Action Plan & Improvement
Network Management Assurance (Transport) Group	Monthly, with report to Traffic Manager	• Transport Strategy Manager • Network Management Engineer (Chair) • Traffic Management Engineer • Integrated Transport and Road Safety Manager • Parking Manager • ITS / Signals Engineer	Demand and Growth Management, Performance Monitoring, Communications, Action Plan & Improvement

* The role of the Assistant Director Transport & Planning is not to direct the Traffic Manager who is delegated the full statutory role but as an advocate to encourage wider whole authority involvement. Examples include: 1) Better Integration of Local Authority functions associated with delivery of the NMD and 2) SBC travel planning to secure more sustainable travel by staff within SBC.

In addition to the above, Network Management is an agenda item on all highway and transport planning / strategy meetings that take place.

2.2.4 SBC Strategies and Plans

To support implementation of its wider community and transport objectives, SBC has established a number of strategies and plans which have been developed so as to be wholly consistent with the SBC's Network Management Duty. Many of these have been updated and enhanced as LTP3 Supplementary Documents. A list of the relevant plans and "owners" responsible for ensuring that implementation of the plans fully takes account of the borough's Network Management Duty are shown in the table below.

Table 2.4 – SBC Transport Strategies and Plans

Plan	Owner
LTP3 Supplementary Strategy Documents:	
SBC Travel Plan	Gillian Ralphs
Public Transport Strategy	Rub Nawaz
Cycling Strategy	Savio De Cruz
Walking Strategy	Savio De Cruz
Road Safety Strategy	Savio De Cruz
Smarter Choices Strategy	Rub Nawaz
Intelligent Transport Systems Strategy	Chris Weedon
Parking Strategy	Kam Hothi
Freight Strategy	Rub Nawaz
Accessibility Strategy	Rub Nawaz
Other Plans:	
Town Centre Strategy	Joe Carter

Transport Asset Management Plan	Bill Dawes
Rights of Way Improvement Plan	Jackie Wheeler

2.2.5 Monitoring

An annual performance review is undertaken at which results of the previous year are considered, objectives for the following year set and the opportunities for more effective working identified. No specific organisational performance indicators have been established. This is discussed further in Chapter 4.

2.3 Borough Network Hierarchy

2.3.1 Background

The purpose of a Road Network Hierarchy is to help prioritise a particular network of roads by function or usage. It can provide the basis for a maintenance strategy and enable the prioritisation of works activities and is an important tool for the overall management and maintenance of the public road network. SBC has, since its establishment in 1998, managed the highway network through the utilisation of a range of hierarchies. Some of these have been built around statutory requirements while others have evolved through the implementation of strategies and plans that support the full range of users of roads in Slough.

SBC currently has a range of hierarchies, discussed below, and these serve as important tools for the Council in helping to balance the competing demands on its network and to fulfil its Network Management Duty of facilitating the movement of traffic.

The hierarchies also support the LTP3 Objectives of improving the journey experience of transport users across Slough's transport networks and ensuring that the transport system supports economic growth.

2.3.2 Strategic Road Network

The Borough's Strategic Road Network is a road hierarchy which has the primary task of supporting the movement of people and goods including more extensive bus priority on significant bus routes (Slough Bus Network) and priority to freight (Slough Freight Network).

The Strategic Road Network covers the main roads in the Borough, the most important of which are the A4 and M4 east-west routes, and several north-south routes such as the A355 Farnham Road, the A412, and the B416.

2.3.3 Other Hierarchies

Examples of other network hierarchies currently in place at SBC include:

- The network of "road classifications" to support
  - Highway inspection regime and maintenance prioritisation;
  - Application of certain development control functions; and
  - Application of certain street works functions.
- "Protected streets", "Traffic sensitive streets" or "Streets with special engineering difficulties" arising out of street work definitions and requirements;

- Abnormal Load Routes that define suitable routes in the borough; and
- Winter Maintenance Routes.
- Strategic Walking Network (see Appendix A);
- Strategic Cycle Network (see Appendix B);
- Freight Network
- ITS Hierarchy
- Safer Routes to School; and
- 20mph zones and other routes where speed is managed.

2.3.4 Best Practice

SBC recognises that whilst it adopts a hierarchical approach to Network Management to secure best allocation of road space the present approach may not always provide the transparency necessary to demonstrate “best practice” network management.

In particular, the present arrangements make it difficult to ensure that the needs of users or activities which do not fall into a specific plan and service area are adequately considered. For example:

- Vulnerable users (non-safety);
- Servicing;
- Taxis;
- Powered Two-Wheelers;
- Accessibility;
- Persons using the network as a “place to be”; and
- Parking.

In the past the needs of the above groups have largely been met reactively within development of schemes which have other primary objectives. However, going forward SBC is committed to developing a suite of Plans such as the Cycling, Walking, Freight, and Smarter Choices Strategies, which will help to rebalance provision for the needs of other users. These Plans will be used to help inform planning consultation.

In the town centre environment a road user hierarchy might give particular attention to the accessibility needs of pedestrians and vulnerable users. This may result in a road user hierarchy such as:

1. Vulnerable Users;
2. Pedestrians;
3. Cyclists;
4. Buses and Public Transport (including taxis and private hire vehicles);
5. Freight (including loading / servicing facilities);
6. Private cars and powered two-wheelers; and
7. On street parking.

In other environments a different hierarchy might result, giving more emphasis to the movement of people and goods.

3. Challenges and Options

This chapter sets out the challenges that face the Boroughs Network Management Duty, and the potential options to be considered to inform an updated Network Management Duty strategy for the LTP3 period. As identified in Figure 1.1, these challenges and options have been grouped around the following NMD themes:

- NMD Theme 1 : Managing Network Efficiency, Demand and Future Growth
- NMD Theme 2: Planning and Managing Works and Events
- NMD Theme 3: Contingency Planning and Incident Management
- NMD Theme 4: Performance Monitoring & Management
- NMD Theme 5: Communications

3.1 NMD Theme 1: Managing Network Efficiency, Demand and Future Growth

3.1.1 Background

Slough suffers from congestion, which is generally worst at the eastern end of the Borough, as well as at the M4 junctions, along the A4 corridor, and at pinch points where roads cross rivers and railway lines. Traffic levels in Slough are predicted to increase and it remains vital that SBC manages this increase in demand for the network through policy and implementation of traffic management measures.

SBC has a commitment to improving journey reliability for all users and this contributes to its LTP3 objective of ensuring that the transport system helps Slough sustain its economic competitiveness. Congestion, resulting in poor journey reliability, arises for a number of reasons that may be acute or chronic. Acute congestion is usually the result of accidents/incidents, road works, special events, adverse weather or other temporary conditions affecting network performance. Chronic congestion may arise due to limited offer of alternative transport choices, inefficient network operation, unconstrained car travel or insufficient network capacity.

SBC has adopted a five strand strategy to improve journey reliability:

- Strand 1: Widening Sustainable Travel Choices for Essential Journeys (LTP3 Objectives 1, 5, 6, 7, 8, 10, 11 & 12)
- Strand 2: Encouraging Smarter Travel and Behavioural Change (LTP3 Objectives 1, 5, 6, 7, 8, 10, 11 & 12);
- Strand 3: Managing Parking (LTP3 Objectives 8, 10, 11 & 12) ;
- Strand 4: Managing the Road Network more efficiently (LTP3 Objectives 6, 7, 8, 10, 11 & 12).
- Strand 5: Providing new Infrastructure to meet local needs where appropriate (LTP3 Objectives 1, 2, 4, 8, 9, 10, 11 & 12)

3.1.1.1 Strand 1: Widening Sustainable Travel Choices for Essential Journeys

Fundamental to our Network Management Plan is the thorough appreciation of how all sectors of the population use the network, not just those in cars. SBC is working closely with stakeholders to assist with the delivery of a number of detailed strategies focused on improving opportunities for

people on foot, cyclists and public transport users. The Strategies that are currently in place and which will be developed further are summarised below.

Public Transport Strategy – Initiatives and Actions

Buses offer the biggest opportunity to make alternatives to private car travel more attractive. SBC's Bus Strategy has a key role in widening travel choices in Slough. Initiatives/actions being developed include:

Bus Priority: SBC continues to invest in selective bus priority at key junctions across the network as part of the Quality Bus Partnership (QBP) and Bus Punctuality Partnership (BPP). It will also form part of our work on the wider deployment of ITS in Slough. ITS work is currently taking place to implement a more sophisticated 'Intelligent Priority' system for buses at key signalised junctions, which will link into a real-time information facility for passengers. Examples of our ongoing activity to improve links with Heathrow and West London are:

- Enhanced bus services to Heathrow Airport, including infrastructure enhancements and information & marketing initiatives;
- Phase 2 Heathrow 'quality corridor' infrastructure;
- A4 bus priority measures;
- Bus strategy – town centre bus priority enhancements;
- Bus & accessibility strategies – Phase 1;
- A4 corridor ITS deployment (SCOOT/UTC);
- Travel planning – Heathrow & major Slough employers.

Real Time Information (RTI) at Bus Stops: SBC is investigating how and where to implement RTI at key stops. Initially this work is focussing on the transport hub in the Heart of Slough project and on key bus routes, including those to Heathrow Airport.

Quality Bus Partnership (QBP) and Bus Punctuality Partnership (BPP): SBC operates a Quality Bus Partnership and Bus Punctuality Partnership with First Berkshire.

Accessibility: SBC is looking at ways of improving public transport accessibility, especially by bus services.

Bus Stops and Access: SBC has a programme of bus stop improvements and initiatives emerging from Slough's Public Transport Information Strategy. SBC is continuing to work to overcome physical barriers preventing people with mobility impairments from gaining access to the transport system.

Interchange: Slough's Heart of Slough project includes proposals for a new multi-modal interchange replacing the existing Brunel Bus Station and significantly raising the profile of public transport.

Concessionary Fares: The concessionary fares scheme has been implemented to ensure that price does not act as a barrier to travel for a segment of the population.

Partnership Working: SBC is committed to working in partnership with transport operators, the police and the public.

Taxis: SBC has delimited hackney carriage licenses to increase travel choice in the borough.

Walking and Cycling Initiatives and Actions

In Slough 23% of households do not have access to a car, and in many one car households the majority of trips are made by non-car modes. Ensuring that there is safe and convenient access to jobs, education, health care, other services, and local facilities for non-motorised road users is

an essential part of promoting social inclusion in Slough. Walking and cycling are low-cost travel modes available to almost all ages and have an important role to play.

Despite its relatively compact size only 10% of journeys to work in 2001 in Slough were made on foot. Similarly the number of cycle journeys in Slough is lower than may be expected and there is clearly considerable potential for increasing the role of walking and cycling within Slough.

To encourage more people to walk and cycle SBC has established walking and cycling strategies, which are described below. The primary objectives of both are to reduce dependence upon the private car, provide efficient and attractive infrastructure for walking/cycling, and integrate policies. Other ongoing initiatives include walking and cycling safety improvements, Safer Routes to Schools, 20mph zones, and the Rights of Way Improvement Plan.

SBC is also developing an interactive mapping system that will be available to the public by autumn 2010 and will help people to plan walk and cycle routes within the Borough.

Strategic Walking Network

SBC has, in consultation with residents associations and local interest groups, identified a strategic walking network for Slough, to cater for commuters, shoppers, journeys to schools and those walking for pleasure. 26 key routes have been identified, as shown in Appendix A. Prioritisation has been given to the routes where the number of pedestrians expected to use the route is highest in addition to those improvements on the proposed routes which are most required.

The network was devised independently in 2005 and has been reviewed in the Walking supplementary strategy document.

Strategic Cycle Network

A plan of Slough's Strategic Cycle Network is included in Appendix B. It comprises a high quality network of cycle routes that make cycling an attractive, safe and sustainable form of transport for all standards of cyclist and should encourage more people to cycle as an alternative to using the car. Measures to improve the infrastructure on the strategic network include:

- On carriageway cycle lanes / Shared bus lanes
- Shared / Segregated Cycle Tracks
- Toucans and other Improved crossings
- Junction treatment/traffic management
- Better route signage
- Traffic calming
- 20 mph zones
- Traffic reduction

The network was devised independently in 2005 and has been reviewed in the Cycling supplementary strategy document.

3.1.1.2 Strand 2: Encouraging Smarter Travel and Behavioural Change

SBC continues to pursue a successful programme of travel awareness, promotion of sustainable modes and behavioural change initiatives. The programme is based on relevant strands of the DfT's "Smarter Choices" toolkit. Smarter Choices are a set of techniques promoted by the DfT to influence people's travel behaviour towards more sustainable options such as walking, cycling and use of public transport. It includes measures such as workplace and school travel plans, personalised travel planning, car clubs and teleworking.

Research commissioned by the DfT found that an intensive smarter choices programme over 10 years could cut congestion significantly, with urban peak-hour traffic cut by as much as 21% and off-peak traffic by 13%. Nationally, traffic volumes could be cut by 11%.

Specific “Smarter Choice” work-streams include:

Work Place Travel Planning: Workplace Travel Plans aim to reduce the number of cars arriving to employment sites by encouraging staff to travel to work by public transport, on foot, by bike, by car share or through reducing the need to travel. SBC is nearing adoption of its own Travel Plan and is working closely with developers to adopt Work Place Travel Plans as a part of the planning process.

School Travel Plans: SBC presently has School Travel Plans in place for 60% of its schools, compared with a national average of just 48% and is continuing to implement the School Travel Strategy. Linked to this is the production of Safer Routes to School Plans for all schools in the borough, which is currently an on-going process. In addition SBC will continue to promote a range of national and local travel awareness events, including ‘Walk to School Week’, National Bike Week and SBC’s own ‘Big Green Day Out’.

Development Planning and Control: SBC development control and land use officers ensure that travel demand requirements are embedded within the Local Development, travel plans are requested as part of the planning process, best use is made of S 106 and S 278 funds for the purpose of Network Management.

For LTP3, the Council’s Smarter Choices programme has been reviewed in the associated Smarter Choices supplementary strategy document, including recommendations for a step-change enhancement to such activities in the Borough.

3.1.1.3 Strand 3: Managing Parking

The availability of and charges made for car parking can have a major impact on travel behaviour. Unlimited free or cheap car parking often encourages car use, even when other sustainable modes may be available. SBC recognises that our parking policy has a significant impact on the levels of congestion in Slough, particularly around the town centre. The vision for SBC’s Parking Strategy is therefore as follows:

‘Through improved parking management, the parking framework in Slough aims to facilitate access to opportunity, and support economic development of the Borough, whilst reducing the impact of the private vehicle on our environment and contributing towards increased usage of sustainable modes by those who have an alternative to the private car’.

The Parking Strategy is currently under review, and will replace the previous (2004) version, which set objectives, policies and proposed actions for Slough for the next 10 – 20 years together with performance indicators to measure success.

The Borough’s enforcement policy is applied to actively discourage parking that adversely affects the expeditious movement of traffic

Recent changes to the Traffic Management Act allow SBC wider scope for enforcement in the future. This may be useful in supporting the network management role. During the next 12 months a study will be undertaken to investigate the benefits of expanding our enforcement responsibilities to cover areas such as bus lanes, prescribed and prohibited movements and speed limits. Remote enforcement of parking and bus lanes is currently being considered as a long-term goal. Also, SBC are to sign a Parking Enforcement Contract in 2010, which will include a clause to enable moving-vehicle offences.

3.1.1.4 Strand 4: Managing the Road Network more efficiently

Efficient management of the existing road network can provide significant congestion benefits and may represent a value for money alternative to the provision of new roads and maximise the benefits of existing assets.

Traffic Data and Identifying Congestion Hotspots

Intelligence is the key to understanding how the network is operating and identifying how its performance may be improved. In Slough traffic data, in the form of classified vehicle numbers and speeds, is collected continuously from a network of 20 Automatic Traffic Counters (ATC). Continuous cycle counts are collected at a further 3 permanent sites. Ad-hoc counts are also undertaken as and when required for schemes and projects. SBC also presently has four key junctions monitored by CCTV and are looking to monitor other sites.

LTP guidance does not require mandatory congestion monitoring be undertaken by SBC. However SBC recently commenced the phased introduction of UTC/SCOOT to cover 6 key junctions during phase one, and plan to implement further phases during the course of the next three years. The Council is exploring how it will utilise the data UTC generates to monitor congestion on key routes. In addition the Council intends to look at other measures of congestion when data sources become available. These may include Real Time Passenger Information Systems (being explored in partnership with adjacent authorities), floating vehicle where made available through the DfT to support monitoring in accordance with DfT indicator LTP7. Additionally, SBC has agreed with the DfT that the Department will provide congestion monitoring using NI167 data under Variant 3 and SBC is about to begin development of a Common Database which will allow monitoring of SCOOT, traffic and bus journey time data.

Re-allocation of Road Space

We will continue to make more efficient use of highway space through providing more priority and space to non-car modes. SBC is currently looking at re-allocating highway space on the A4 corridor.

Intelligent Transport Systems and Use of Technology

Intelligent Transport Systems (ITS) make use of a wide range of measures, including Urban Traffic Control (UTC), Variable Message Signs (VMS), Air Quality Monitoring sites, Real Time Passenger Information (RTPI), Journey Time Monitoring etc. SBC is committed to delivering significant investment in a range of Intelligent Transport systems to improve management of the transport network and has established an ITS Project Board to oversee delivery of this work stream.

The ITS Project Board is currently overseeing updating of the traffic signals along the A4, that is aimed at improving traffic flow on this key road corridor.

SBC has installed two Variable Message Signs, at either end of the borough on the A4, and is considering a number of uses for these signs, including providing information on events and managing traffic after incidents.

As a longer term aspiration SBC is considering introducing an Urban Traffic Management and Control (UTMC) system designed to allow the different applications, used within modern traffic management, to communicate and share information with each other and even other neighbouring authorities.

The ITS strategy for the LTP3 period is being articulated in the associated ITS supplementary strategy document.

Freight Strategy

SBC is developing a freight supplementary strategy which sets out the Council's policies on freight and aims to develop more sustainable freight practices in the future. The Strategy is to be

approved by Cabinet, but is likely to see the development of a freight map and Freight Quality Partnership during LTP3.

3.1.1.5 Strand 5: Providing new Infrastructure to meet local needs

SBC has developed a core programme of investment largely based around making best use of existing resources and infrastructure rather than proposing significant new infrastructure. For example, SBC is proposing significant investment in a range of intelligent transport systems to improve our management of the existing transport network and provide better public transport information.

Heart of Slough

Land-use planning objectives or the need for regeneration may occasionally dictate that investment in new infrastructure is required. An example is “Heart of Slough” where major road infrastructure changes should help reduce congestion but more importantly improve public transport journey times, reliability and accessibility.

Heart of Slough is a £400 million master plan programme to revitalise and re-energise Slough incorporating 1,500 new homes, 34 000 m2 of new office space, a new bus station and hotel (as a hub for a restaurant quarter). The transport aspects of the master plan include major junction re-modelling on the A4.

Junction Improvements

Small junction improvements can make an important contribution to optimising network performance and, hence, ease congestion. Through network monitoring and identification of “congestion hotspots” SBC has identified a number of key junctions with current problems. Minor changes at these junctions can sometimes significantly improve the way they operate.

Critical to delivering these improvements is consultation with a range of organisations. This is discussed more fully in Chapter 9, but includes for example, consultation on strategic traffic management work undertaken with the Highways Agency. Slough has the benefit of three motorway junctions from the M4. Whilst this affords quick and easy access to the motorway, it also means that adverse traffic conditions on the M4 can have a significant impact on the local road network, particularly the A4 which runs parallel to the M4.

Modelling Future Growth

SBC is in the fortunate position of possessing a SATURN model of Slough. This was originally commissioned in 2004 to forecast and assess the traffic impacts of Local Plan development and highway improvement proposals and has been updated several times. The model covers morning and evening peak times and an inter-peak hour and is used to confirm assumptions of where congestion occurs. The SATURN model is currently being updated and road and public transport user surveys have been conducted to gain route choice information for inclusion in the model.

In the future, SBC will seek to use the model to include forecasting and assessment of the traffic impacts of:

- Local Plan development proposals and alternative housing and employment allocations;
- Future year land-use/network scenarios coming forward as part of the Slough Core Strategy of the LDF;
- Proposals which emerge from the Local Enterprise Partnership (LEP);
- local planning applications put forward by developers, including a potential retail park in eastern Slough;
- local highway improvement proposals, such as the Heart of Slough traffic management scheme;

- improvements to the strategic trunk road/motorway network;
- special events, including current Olympic Development Authority proposals for the Eton Dorney rowing event (forming part of the 2012 Olympics);
- other traffic management measures, junction improvements, and highway safety schemes.

Scheme Prioritisation

To support decisions on scheme investment in Slough SBC has introduced a Scheme Prioritisation Process. This enables us to identify how network improvement options perform when measured against Slough's LTP3 Transport Objectives. This will ensure SBC invests only in those schemes which support the transport vision for Slough. As the prioritisation process is tied into LTP3 objectives which are closely linked to reducing car dependence and avoiding congestion it is considered the process will be useful in highlighting schemes that support SBC's approach to network management.

3.2 NMD Theme 2: Planning and Managing Works and Events

All those involved in the planning, supervision, execution and monitoring of street works and highway works in Slough are encouraged to implement works whilst carrying out their respective duties under the New Roads and Street Works Act 1991 (NRSWA), the Highways Act 1980 and health and safety legislation.

SBC monitors all works on the highway network and tries to ensure co-ordination and parity between the different service providers. It understands that effective programming and management can reduce delays to motorists but also ensures an efficient and joined-up method of working. SBC regards parity as a key concept that helps to demonstrate the impartiality and integrity of the Council and is seeking to further improve the way it handles works requests from both internal and external parties.

SBC has a dedicated New Road and Street Works Act (NRSWA) team who co-ordinate and monitor the works being undertaken on the highway network.

3.2.1 Co-ordination of Works

SBC co-ordinates the execution of works on the highways to comply with the requirements contained in the Highways Authorities and Utilities Committee (HAUC) Code of Practice.

The principal forums through which planning and co-ordination take place are the South East Highway Authorities & Utilities Committee (dealing with Highways Agency liaison) and the Berkshire HAUC Quarterly Co-ordination Meeting (dealing with neighbouring local authorities and the statutory undertakers to discuss forthcoming schemes and works that cross boundaries). Internal feedback on programmes and co-ordination issues is undertaken in a monthly Scheme Delivery Risk meeting.

The Mayrise street works management system is utilised to spatially co-ordinate works. The Mayrise system is one of the principal street works management systems, used widely by local authorities and utility companies in the South. It holds the Local Street Works Register, supports maintenance of the National Street Works Gazetteer, manages inspections and defect reporting, eliminates paperwork, ensures best practice and provides up to date information on the status of all works. The system handles the electronic transfer and posting of street works notices (ETON), inspection results and can be configured to handle fixed penalty notices and permits in the future.

All works undertaken by statutory undertakers are notified through the National Street Gazetteer which interfaces with Mayrise. Specific traffic management associated with works is agreed by SBC in advance of commencement on site.

In general, works are undertaken on the highway network by the following agencies:

- SBC highways and transportation teams;
- Statutory undertakers; and
- Private developers

SBC has identified a number of traffic sensitive streets that require special authorisations for any works to be undertaken on them. The list is currently being updated and will be re-issued once all relevant parties have had the opportunity to consult on the list.

3.2.2 Planning and Managing Works

The three main types of works undertaken on the network are detailed below.

Highway Works

All of Slough's highway works are managed within the principles of the New Roads and Street Works Act 1991 (NRSWA) with proposed highway works properly notified and traffic management arrangements put in place. Traffic management requirements are discussed with key stakeholders such as the Police, Highways Agency and the local bus company, when required.

Programmes of planned works are provided to SBC by the term maintenance contractor and regular Highways Operations meetings are held between these two parties. The forward programmes for both Transport and Highways department proposed schemes are shared between departments on an annual basis to ensure collaboration and a joined up approach. Monthly Highways and Transportation Coordination meetings are held, chaired by the Network Management Engineer, to discuss and review new schemes and co-ordination with other works on the network. In addition details of major works are shared with other authorities through the HAUC Quarterly Co-ordination Meetings.

Statutory Undertakers

SBC's Street Works Team monitors the activities of all statutory undertakers (SUs) within the borough and inspects approximately 30% of all SU works, as per the Code of Practice for Inspections. Provisions within NRSWA require SU reinstatements to comply with Codes of Practice. If at any time during the guarantee period of an SU works the reinstatement fails SBC instructs the SU to remedy them and charges the SU for re-inspecting remedial work.

SBC also has the power to fine SUs for works that overrun, under Section 74 of the NRSWA, and effective processes have been put in place to ensure this happens.

SBC has recently assessed the advantages and disadvantages and associated costs of operating a permit scheme for street works under the new powers of the Traffic Management Act. This exercise has provided preparation for a strategic decision to be made in the future. SBC is also following the findings of a trial introduction of such a scheme by Kent County Council.

Private Developers

Staff from the Highways and Transport teams work closely with the Planning team during the planning application process for new developments to assess the implications on the highway network. For example, the development may require the provision of additional pedestrian facilities or a new bus stop. These teams also work closely to ensure that when these schemes are due for implementation on site adequate Traffic Management and pedestrian management is provided to ensure the safe and effective operation of the network adjacent to the site.

SBC's team of highway inspectors monitor progress and activities being undertaken by developers on or in the vicinity of new developments.

3.2.3 Planning and Managing Events

SBC has a Safety Advisory Group (SAG) which plans and manages events within Slough. Members of the SAG include SBC's highways and transport, communications, licensing, health and safety and emergency planning teams along with the emergency services, the term contractor and the event organisers. A guidance document 'Event Safety – Guidance and Information for organisers' has been produced by SBC which includes details on basic principles for organising an event including highway and transport implications.

At the SAG meetings proposals for events are discussed and traffic management and arrangements are produced to minimise disruption. Plans indicating advance notice signing, traffic direction signing and road closures are circulated to all members for approval and then forwarded to the term contractor to be implemented.

SAG communicates with local residents regarding forthcoming events.

During the event the highways and transport aspects are monitored by the term contractor, and on some occasions a member of the transport team is in attendance at the event. Debrief meetings are held after each event to understand if the management of the event was successful and to propose any changes for future related events if required.

3.2.4 Other Works on the Highway

SBC regulates the provision of skips and scaffolding and their use on the highway network. Licenses and approvals are required for both and this, together with other pertinent information, is contained on the SBC's website. Any proposals for these items are managed and monitored to ensure they:

- Do not impact on the operation of the network; and
- Do not remain after the agreed approval period.

SBC has a dedicated resource dealing with abnormal loads movements across the Slough transport network. A network of abnormal load routes has been compiled and these routes are provided to operators when requested. The routes are currently being reviewed as part of a continual improvement process.

3.3 NMD Theme 3: Contingency Planning and Incident Management

3.3.1 Background

Slough has a large concentration of key transport infrastructure either within its boundary or in the near vicinity. This includes major motorway and trunk routes, such as the M4, M40 and the A4, and also significant rail routes connecting London with the West of England and Wales. Slough also borders Heathrow airport and the flight paths approaching the airport are in or near Slough's boundaries.

As a result of this concentration of transport infrastructure the effects of any major incidents or accidents can have a significant impact on the operation of the transport network within Slough. It is therefore important for the Borough Council to maintain an effective contingency plan to

manage incidents (large and small) and minimise associated disruption and congestion on the road network. Efficient management of incidents helps keep SBC resilient to shock which in turn helps to support its LTP3 goal of supporting economic growth and creating prosperity for all.

3.3.2 Contingency Planning

3.3.2.1 Thames Valley Community Risk Register

The Thames Valley Community Risk Register has been published by the Thames Valley Local Resilience Forum, in accordance with the Civil Contingencies Act 2004. The purpose of the Register is to reassure the communities of Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes that potential hazards have been assessed, and that effective preparation arrangements and response plans exist.

Currently SBC is a member of this Forum and has an input into the risk measures that are put in place. A number of the risks identified relate to transport issues, such as an accident on the motorway network, and outline previous incidents, what the effects were, proposed mitigation measures and controls already in place.

3.3.2.2 Slough Borough Council Emergency Plan

SBC has an active Emergency Planning Department with a dedicated Officer. A current Emergency Plan for Slough exists and details the following:

- How SBC will manage emergencies and ensure they maintain essential council services;
- How SBC would work with the local emergency services and other organisations to provide support. If a major incident occurred SBC would collaborate with the five other Berkshire Councils as part of the Berkshire Major Incident Protocol; and
- The structure of dealing with responses including the emergency cascade system for dealing with incidents. Each department within SBC is responsible for producing its own contingency plans which fit in place under the umbrella emergency plan document.

The Emergency Plan is reviewed approximately every 6 months by the Emergency Planning Officer and any reviews or revisions are discussed with the Emergency Planning Group, which includes all Heads of Department within SBC.

There is good communication between the transport, highways and emergency planning teams within the Borough. The emergency planning team is aware of the key contacts for emergency advice within the transport and highways teams.

Some contingency planning work is currently being undertaken with regards to transportation infrastructure, including:

- Wexham Park Hospital Major Incident - The transport team are working with emergency planning and the hospital to ensure that in the case of a major incident a traffic management plan can be put into place around the hospital site.

3.3.2.3 Local Transport and Highways Contingency Plans

There are a number of contingency plans that are currently in place but SBC is aware that a number need to be formalised and prepared in detail. Contingency plans that SBC currently operates include:

- A Winter Maintenance Plan whereby a number of key principal routes have been identified. These have been ranked so that should the temperatures drop below a certain level, there is an order of priority for implementing the plan;

- A flood risk plan whereby locations along key routes which are susceptible to flooding have been identified and flood relief measures will be implemented in response to potential flooding;
- Motorway and Trunk Road Diversion Routes – details the signing of routes for traffic diverted through Slough in the event of an incident on the Highways Agency network.

A number of other transport contingency plans are due to be investigated in the near future and these are summarised below.

- Prioritisation of key routes – in an emergency event such as flooding resources will need to be directed to keep priority routes open (such as the route to Wexham Park Hospital). This already occurs as the highways team and Slough ACCORD undertake this but it is not recorded formally.
- Major road/other transport mode interface – it is understood that if a major incident occurs close to a major road or bridge then this would cause severe congestion on the traffic network. Diversionary contingency plans need to be completed so that any response can be actioned in a quick and efficient manner.
- Major Weather Incidence Plan – Major weather incidences, such as heavy snowfall or heat waves, can cause serious disruption and SBC should have plans in place to maintain an operating network during such events.
- Non-Trunk Road Diversionary Route plan – A diversionary plan should be produced for the non-Highways Agency key road network indicating the routes traffic would be diverted in the event of a major incident on a key route.

3.3.3 Highways Agency Partnership

SBC has a Partnership working arrangement with the Highways Agency and it has worked closely with it to agree routes and junctions within the borough that would be used to direct motorists on or off the motorway network in the event of a major incident on the motorway network. This is documented in the 'Operator's Handbook: Partnership Working Arrangement between Slough Borough Council and the Highways Agency' document

3.3.4 Multi Agency Communication

There are a number of multi-agency meetings held and attended by SBC Officers. The Emergency Planning Officer attends both the Berkshire wide and Thames Valley emergency planning meetings.

There is a transport sub-group as part of the Berkshire emergency planning meeting that is co-ordinated by the Royal Borough of Windsor and Maidenhead.

All of the Category 1 responders attend the above meetings. Category 1 responders are those that are at the core of emergency response, as defined by the Civil Contingencies Act 2004, and include the emergency services, local authorities, health bodies, and the Environment Agency.

3.3.5 Incident Management

3.3.5.1 Emergency Cascade System

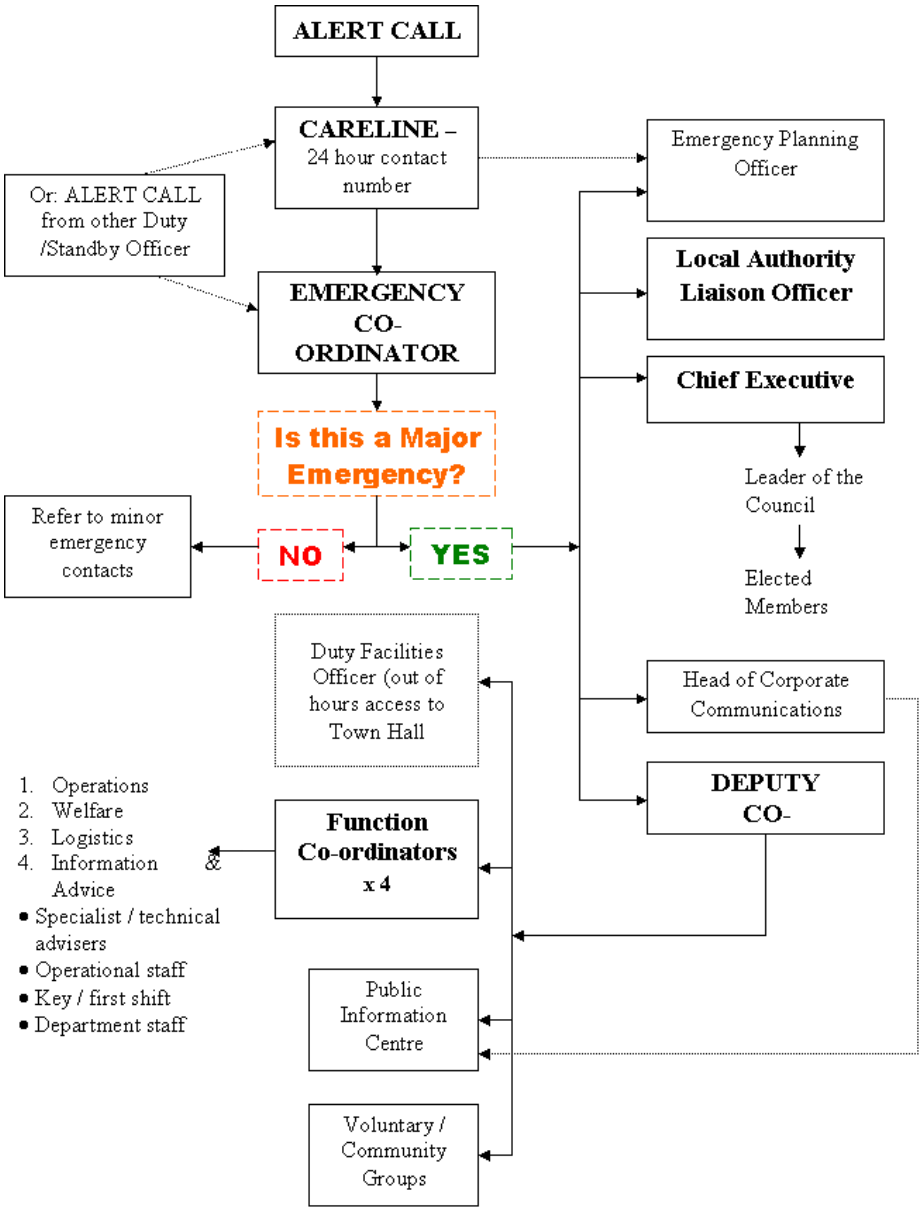
SBC operates an emergency cascade system, from which an on-call Director can implement a major emergency plan, as shown in Figure 3.1 This cascade system is initiated by a call from either the emergency services or a neighbouring Local Authority. If this plan is implemented then function co-ordinators liaise with the relevant department within SBC. The function co-ordinators have contact lists of relevant persons within SBC who can deal with the various responses

required, this could include members of staff in Highways and Transport and their term contractor ACCORD.

If an incident is mainly transport or highways orientated then the relevant specialist from that department is seconded to the emergency control team to provide specialist advice and response.

As part of this emergency cascade system a media plan can be brought into effect which includes informing the general public through all known media sources.

Figure 3.1 - SBC Cascade Call-out System



3.3.5.2 Local Highways and Transport Incident Management Response

Responses to incidents are co-ordinated by Slough ACCORD the term contractor. On being advised of an incident they will respond and provide temporary traffic management and diversion control as required.

The term contractor can be brought into service through a direct emergency number which is available to the Police, SBC's CCTV control room and members of the transport and highways team.

SBC's Network Management Engineer is informed of incidences and attends the scene to evaluate the effects on the network and ensure that traffic movement is facilitated as promptly as possible.

Any issues relating with traffic signals are advised through SBC's red-light monitoring system. As soon as a red light is indicated as not being in operation a call is made to Siemens SBC's term maintenance traffic signal contractor to repair the fault.

However, as part of the Intelligent Transport System (ITS) SBC is in the process of assessing the benefits of a traffic control centre, which when operational will provide a one-stop location for incident monitoring and response.

3.3.6 Immediate Statutory Undertaker Works

In addition to planned works Statutory Undertakers have rights to carry out "immediate" i.e. emergency or urgent works in certain circumstances. Procedures for handling such works are based on contingency planning and incident management techniques rather than works planning.

For immediate works there is a requirement that notice is provided to SBC within 2 hours of commencing works on site. SBC requests notification by phone as early as possible so that a good working relationship with the utilities can be maintained.

On receipt of such notices the Street Works team consult the signals team and Siemens to establish if changes to signal plans / timings would help reduce congestion and where appropriate publicise possible disruption through their press office.

3.4 NMD Theme 4: Performance Monitoring & Management

3.4.1 Introduction

Historically SBC has introduced mandatory indicators required under the LTP. Such indicators provide useful information on the performance of Slough's road network. It is also recognised that the Traffic Manager's delivery arrangements will require monitoring.

3.4.2 Strategic Network Hierarchy

SBC has LTP indicators covering the performance of a range of modes. They are described later in this chapter. These indicators are monitored and reported on annually. Success in achieving the various targets set is evidence that the present modal networks and hierarchies are likely to be adequate. Likewise failure to achieve targets may indicate that the hierarchies need to be reviewed. As indicated in Chapter 2, SBC is about to commence a review of its strategic highway network including its value to different users/modes/functions (including buses, accessibility, freight and servicing, cyclists, pedestrians, vulnerable users, taxis, motorcycles, parking and place (e.g. shopping, work, leisure, home)). The output of this piece of work will be a Strategic Network Hierarchy. The Strategic Network Hierarchy is unlikely to change regularly and therefore SBC will review it every five years.

3.4.3 Delivery Structure and Organisation

The Traffic Manager has established the Network Management Steering Group to establish an evidence led approach to decisions that affect network operation. The Steering Group will own the Network Management Improvement Plan

At present no performance measurement of our organisation delivery structure takes place, however work to identify suitable metrics is in progress. Performance Indicators will be related to compliance with procedures and an internal audit process will back up the PIs. The internal audit will produce a report to support regular review of the structure and arrangements.

3.4.4 Managing Works and Events

It may not be economic to establish a monitoring regime that directly measures delays arising from works and planned events – and therefore continuous improvement in that regard. As an alternative SBC presently measures the efficiency of managing planned works and events through a number of indirect indicators.

- BV100 Monitors the number of days of temporary traffic controls or road closure on traffic sensitive streets or road closures caused by road works per km of traffic sensitive road
- We monitor licensing of third party activities on the highway (skips, scaffolding, materials, hoardings) and the enforcement of any activities that illegally interfere with the safety or accessibility
- Planned works and events are coordinated through the Street Works Manager. The notification system is monitored for compliance with statutory requirements

In the future the introduction of a permit system may present a number of additional opportunities for establishment of new performance indicators that better measure performance in this area. A network register with mapping interface is likely to be a key tool in achieving co-ordination of activities on the highway network and would be an important source of performance data.

Contingency Planning and Incidents

No monitoring presently takes place that would be useful in identifying the effectiveness of contingency planning or managing incidents. In the future it may be possible to develop indicators around the following:-

- Successful application of SBC's Borough Emergency Plan for major incidents.
- E-mail dispatches on network incidents and accidents that may cause disruption, to a wide range of stakeholders.
- the future introduction of CCTV and ITS which will allow us to recognise network issues in real-time and so intervene to minimize disruption.
- Percentage of incidents where information is passed on to local radio within 30 minutes.
- Percentage of strategic routes covered by Network Contingency Plans

3.4.5 Managing Demand & Future Growth

SBC has agreed with the DfT that the Department will provide congestion monitoring using NI167 data under Variant 3 and SBC is about to begin development of a Common Database which will allow monitoring of SCOOT, traffic and bus journey time data.

SBC also monitors a basket of indicators that allow interpretation of Network Management trends, as described below.

3.4.5.1 Bus Punctuality

We measure bus punctuality as a percentage of services departing in a one minute early to five minutes late time window. Whilst it is also a reflection of bus operator performance it does give an in-sight into parts of the network where bus operations may be affected by unstable traffic flow conditions.

3.4.5.2 School Travel Plans and Safer Routes to School

Like most other urban areas Slough suffers from its worst congestion in the morning peak. To a significant degree this is exacerbated by school-associated traffic as witnessed by conditions during school holidays. SBC is therefore expending considerable effort in establishing travel plans for schools in Slough and are monitoring the number with “approved” travel plans. Safer Routes to Schools is an important element of school travel plans but the best measure of whether they are being successful to monitor the number of children using such facilities. SBC is currently measure the usual mode of travel to school for two groups of children, 5 to 10 year olds and 11 to 16 year olds.

3.4.5.3 Sustainable Modes

As indicated earlier in this chapter one of our key priorities in Network Management is to increase opportunities to travel by sustainable modes. SBC undertakes a number of monitoring exercises to measure our success in this area. They are:-

- Traffic Flows: SBC undertakes classified counts at a number of ATC sites in slough and monitor overall traffic levels but more importantly changes in peak period traffic flows to Slough Town Centre during the morning peak.
- Area Wide Traffic Mileage (area wide kilometres, excluding trunk roads) is a useful indicator to demonstrate how successful SBC has been in getting travellers to use more sustainable modes.
- Bus Passenger Journeys: the number of local bus passenger journeys originating in Slough each year.
- Bus Passenger Satisfaction: the percentage of respondents, to user satisfaction survey, satisfied with bus services in Slough.
- Access to Employment: SBC’s accessibility model shows that, apart from access to Heathrow airport and Wexham Park Hospital, the proportion of Slough’s population who are within the higher journey time threshold is relatively high. The importance of access to Heathrow is such that SBC has established an accessibility target (related to public transport journeys) within our Local Transport Plan. In addition SBC is looking at introducing a similar measure for Wexham Park Hospital.
- Number of Cycling Trips: the number of cycling trips is counted at nine representative sites in the borough.
- Number of Pedestrian Trips: the number of pedestrian trips is counted at nine sites across the Town Centre.
- Air Quality: Annual mean NO2 levels (4 year rolling average at two permanent monitoring stations).
- Parking Provision: Long-stay car parking: number of long-stay car parking spaces available for public use in Slough town centre.

3.5 NMD Theme 5: Communications

SBC understands the importance of communication both internally and with the general public. It is committed to consulting on the majority of its schemes to ensure the public are fully aware of what SBC's plans are.

3.5.1 Internal Communications

Communication between the relevant departments of SBC is generally good with processes in place for the discussion of highway schemes and other planned works between departments. This is aided by the Local Area Agreement (LAA) process, which places a high priority on transport.

Internally, monthly Highways and Transport Coordination meetings are chaired by the Network Management officer, to discuss and review new highway schemes and co-ordination with other works on the network, as detailed earlier in this chapter.

Additionally, the programme of meetings set-up under the matrix of responsibilities (described in Chapter 2) ensures that the Traffic Manager is kept fully aware of current delivery of the NMD and any areas for improvement on a regular basis.

3.5.2 Scheme Communications

3.5.2.1 During Scheme Design

Informal Consultation

As schemes are progressed the public and key stakeholders are invited to comment on the proposals. A scheme consultation policy is in operation and ensures that the majority of schemes have an opportunity for stakeholders and the public to express their views.

Consultation is usually in the form of a letter to the stakeholders and a list of standard stakeholders is included in Appendix C, however, a review of this list is currently in progress. A leaflet is produced for the public which enables them to answer some pertinent questions and then respond through a free post address. The leaflet is available in a number of languages and is also posted on the SBC website.

As a further aid to information dissemination public exhibitions, press releases and public meetings are also organised on a scheme specific basis.

Following consultation a report is produced and the recommendations from the consultation process are approved as part of a Significant Decision by Senior Officers. The results of the consultation are then fed back to the public either by a letter drop or posted on the website.

CASE STUDY **Consultation Best Practice - Long Readings Lane Safer Routes to School**
Long Readings Lane is situated in the north-west side of the borough and is accessed via Northborough Road to the south and Farnham Lane to the north. There are also a number of side roads which link up with neighbourhoods and shops in the area. The proposed Safer Routes to School Scheme primarily consists of a shared-use cycleway incorporating raised entry tables, on and off-road parking spaces, a variable 20mph speed limit around the school at school times and parking restrictions. The scheme was initially consulted on in December 2007 and has changed significantly from that time. Following the first consultation, a petition was handed in, opposing the scheme, in particular the cycling/walking elements. In response to this the council has undertaken extensive consultation with residents, altered the scheme following each meeting and produced a video for the public to view. SBCs Integrated

Transport Officer made himself available at the proposed scheme site over several days to discuss concerns with local residents. This approach has been very successful in moving the scheme forward and bringing about a positive outcome.

Formal Consultation (TROs)

A formal procedure has been adopted by SBC as part of the legal process for the implementation of Traffic Regulation Orders. This is in line with statutory requirements and involves both a formal stakeholder consultation and a local advertisement period on street and in the local press.

3.5.2.2 Pre-start on Site

In advance of works on site the term contractor conducts a letter drop to all the affected residents. The letter includes the details of the programme, hours of working and an emergency contact number.

On the roads approaching the site advance notice temporary traffic signs are erected at least 7 days in advance which inform motorists of potential delays and the need to use alternative routes. This is also the case for special events where advance notices are posted to inform motorists of the potential for delays.

As part of the NRSWA 28 and 7 day notices are submitted to the highways department so that all other key utilities are aware of the works. Key Stakeholders, such as the Highways Agency and the local bus company, are informed of the nature of the works and the programme if they are likely to impact on their operations.

3.5.2.3 During Works

During scheme implementation on site, scheme notices are erected at the scheme location which includes a description of the works, programme and an emergency contact number.

3.5.3 General Communications

3.5.3.1 Stakeholders

There is close liaison with the key stakeholders which facilitates a very good working partnership. In particular good relationships are held with the local bus company, First Group, SEGRO (Slough Trading Estates Group) and the local Police who have a dedicated Traffic Management Officer. The Police continually attend the Safety Advisory Group (SAG) meetings, which discuss special events planning, along with both the fire and ambulance services if required.

Other meetings attended by SBC Officers and other key stakeholders include the following:

- Thames Valley Safety Camera Partnership;
- Thames Valley Police regular meetings;
- Quality Bus Partnership meetings;
- SEGRO liaison meetings;
- HAUC meetings;
- Safety Advisory Group meetings.

Public

Currently information dissemination and communication to the public is through the Slough Travel Guide (a guide containing bus times and stop locations for Slough and the surrounding areas) as well as information contained on the SBC website.

Cycling and walking maps for Slough have also been produced and are available to download from the SBC website or by requesting a copy from the transport department. Other documents relevant to the public, such as the Winter Service Plan, are available to download online and there are also many links to related websites, such as the Slough Car Sharing website (Slough Journey Share). Frequently asked questions and answers on a wide range of topics are also provided on the website.

Information is also provided by Slough 'Traveline' who provide information on bus times across the region.

Copies of relevant strategy documents, such as the Local Transport Plan and the Local Development Framework are available to download from SBC's website.

Members of the public can provide information to SBC on highway maintenance issues such as road, footway, and road sign defects by filling in online forms. This helps to maintain the expeditious movement of traffic on the highway network.

3.5.4 Information Management

Pertinent information is held in GIS databases shared between both the transport and highways teams. This includes, but is not limited to, the following items:

- Adopted highway;
- Traffic Regulation Orders;
- Street lighting and surface water gullies; and
- Bus stop locations.

Further work is being undertaken as part of a Traffic Asset Management Plan (TAMP) and a new GIS strategy is being developed to ascertain what details can be input into GIS and how this can be disseminated within SBC and to the wider public/key stakeholders.

As part of the Intelligent Transport Strategy it is proposed to develop a common database which would store GIS data and live traffic data. This could then be disseminated, through whichever media, to all affect parties. It is proposed to eventually implement a traffic control centre which will assist with information collection and dissemination.

4. NMD Strategy for LTP3

4.1 Introduction

This Network Management Plan has demonstrated that SBC has taken an active and key role in implementing procedures for fulfilling the general requirements of its Network Management Duty, as introduced by the Traffic Management Act 2004.

SBC recognises that there is always scope for continual improvement of its work methods and procedures and therefore a forward plan of actions has been articulated as an NMD strategy in this chapter. This will feed into the LTP3

The NMD strategy is structured around the current NMD strands outlined in this document, namely:

- NMD Theme 1: Managing Network Efficiency, Demand and Future Growth
- NMD Theme 2: Planning and Managing Works and Events
- NMD Theme 3: Contingency Management and Incident Planning
- NMD Theme 4: Performance Monitoring and Management
- NMD Theme 5: Communications

In addition we believe that it is important to keep the overall approach to delivering the NMD by the council under review, as encapsulated in the first heading below

The following sections therefore set out Slough Boroughs Council's approaches during the LTP3 period in order to comply with and enhance the compliance with the Borough's Network Management duty responsibilities.

Organisation and Approach to Delivering the NMD

During LTP3. Slough Borough Council will review the programme of meetings established under the matrix of responsibilities (set out in Table 2.2) to ensure they are fulfilling their overall objective of providing the Traffic Manager with the assurance that fulfilment of the NMD is taking place.

Borough Network Hierarchy

SBC has commenced a review of its Strategic Road Network including its value to different users, modes and functions. These include buses, accessibility, freight and servicing, cyclists, pedestrians, vulnerable users, taxis, motorcycles, parking and place (e.g. shopping, work, leisure and home). The output of this review will be a more holistic Borough Network Hierarchy that will enable SBC to better balance conflicting demands and aspirations and re-allocate road space to appropriate users in a transparent manner.

The LTP3 implementation Plan will be informed by a number of other relevant supplementary strategy documents (such as the Walking, Cycling and Accessibility plans) which will help to rebalance provision for the needs of different types of road users, including prioritising those that are most vulnerable.

4.2 NMD Theme 1: Managing Network Efficiency, Demand and Future Growth

The suite of supplementary documents which informed the LTP3 will contain strategies to manage the efficiency of the network – for cycling, walking, freight and road safety supplementary strategies.

Other measures which will manage network efficiency, demand and future growth during LTP3 are set out below. In some cases these measures will be contained in more detail in the relevant supplementary strategies

- Completing the Asset Management Plan
- Complete Safer Routes to Schools Plans. As set out in the road safety supplementary strategy.
- Complete investigations into the benefits of expanding our enforcement responsibilities to cover areas such as bus lanes, prescribed and prohibited movements and speed limits.
- Further examine options for measuring congestion in Slough.
- Continue implementation of ITS strategy and working with adjacent authorities and other stakeholders to achieve consistency across boundaries and efficiencies where joint procurement may be appropriate.
- Continue to identify and map congestion “hotspots” in order to plan mitigation measures
- Finalise the SBC Travel Plan, as set out in the Smarter Choices supplementary strategy
- Further develop use of the Slough SATURN Model to assess future traffic impacts and proactively influence Network Management in Slough.
- Examine whether the present scheme prioritisation methodology may be simplified and/or improved;
- Implement School Travel Plans at all remaining schools, as set out in the Smarter Choices supplementary strategy.
- Increase the number of key junctions monitored by CCTV.

4.3 NMD Theme 2: Planning and Managing Works and Events

Over the course of LTP3, Slough Borough Council will plan for and manage works and events which effect the expeditious movement of traffic both within the Borough and those that affect neighbouring highway authorities. In particular we will build on current measures undertaken during LTP2 in the following areas to improve performance:

- Review list of traffic sensitive streets and introduce process of regular review in the future.
- Develop web based map listing all schemes being undertaken in borough to demonstrate and communicate the level of co-ordination taking place.
- Investigate exploitation of Mayrise to improve efficiency of street works services.
- Review network of abnormal load routes.
- Audit the current processes and procedures for managing works and events
- Continue to work with neighbouring highway authorities to better plan for works and events.

4.4 NMD Theme 3: Contingency Planning and Incident Management

Currently as part of the Intelligent Transport System (ITS) SBC is in the process of assessing the benefits of a traffic control centre, which when operational will provide a one-stop location for incident monitoring and response.

We will develop a transport infrastructure contingency plan which will fit under the umbrella emergency plan document.

We will formalise existing contingency plans.

We will investigate the development of other contingency plans, including prioritisation of key routes, infrastructure risk, and diversionary routes. We will investigate a number of transport contingency plans are due to be investigated in the near future as summarised below:

- Prioritisation of key routes – in an emergency event such as flooding resources will need to be directed to keep priority routes open (such as the route to Wexham Park Hospital). This already occurs as the highways team and Slough ACCORD undertake this but it is not recorded formally.
- Major road/other transport mode interface – it is understood that if a major incident occurs close to a major road or bridge then this would cause severe congestion on the traffic network. Diversionary contingency plans need to be completed so that any response can be actioned in a quick and efficient manner.
- Major Weather Incidence Plan – Major weather incidences, such as heavy snowfall or heat waves, can cause serious disruption and SBC should have plans in place to maintain an operating network during such events.
- Non-Trunk Road Diversionary Route plan – A diversionary plan should be produced for the non-Highways Agency key road network indicating the routes traffic would be diverted in the event of a major incident on a key route.

We will ensure all parties involved in contingency planning and incident management have the information they require, for example diversionary route plans.

We will develop an efficient system for communicating information on incidents to the public, via various media means and road signs.

We will set up a procedure for continually reviewing the SBC's contingency planning and incident management.

4.5 NMD Theme 4: Performance Monitoring and Management

Over the course of LTP3, the council will pro-actively pursue a range of activities to comply with the Network Management Act through performance monitoring and management, including:

- Successful application of SBC's Borough Emergency Plan for major incidents.
- E-mail dispatches on network incidents and accidents that may cause disruption, to a wide range of stakeholders.
- the future introduction of CCTV and ITS which will allow us to recognise network issues in real-time and so intervene to minimize disruption.
- Percentage of incidents where information is passed on to local radio within 30 minutes.
- Percentage of strategic routes covered by Network Contingency Plans
- A work stream was commenced during 2008/09 to examine how to better monitor our Network Management performance in a cost effective manner that does not rely on independent and expensive survey / data collection exercises. As part of this work stream

SBC will continue to speak with the DFT, GOSE and neighbouring authorities to identify common data sets that may be procured in an economic manner.

- Identify suitable metrics for performance measurement of the SBC's delivery structure.
- Investigate application of a network register with mapping interface to help achieve co-ordination of highway activities.
- Investigate monitoring of effectiveness of contingency planning and incident management

In the future the introduction of a permit system may present a number of additional opportunities for establishment of new performance indicators that better measure performance in this area. A network register with mapping interface is likely to be a key tool in achieving co-ordination of activities on the highway network and would be an important source of performance data.

4.6 NMD Theme 5: Communications

During LTP3, Slough Borough Council will ensure the expeditious movement of traffic through improved methods of communication with stakeholders. These are set out below.

There is still room for improvement in terms of disseminating information to road users on highway schemes, other works, traffic management, and parking. This should be developed through the use of Intelligent Transport Systems (ITS) which covers a wide range of systems such as:

- Variable Message Signs to provide information on schemes and incidences and to help find parking spaces.
- Tidal flow systems
- Limited access control

Improved communication between SBC and the fire and ambulance services should be investigated during LTP3

Further develop information dissemination to the public via the SBC website, including future street works.

Continue to develop the TAMP and a common GIS database to store GIS and live traffic data.

Review list of key consultation stakeholders.

We will develop a GIS strategy as a mechanism to communicate better with stakeholders

4.7 Strategy Priorities

The a summary of the NMD strategy is shown in table 4.1 below, complete with an indication of priority (low, medium, high)

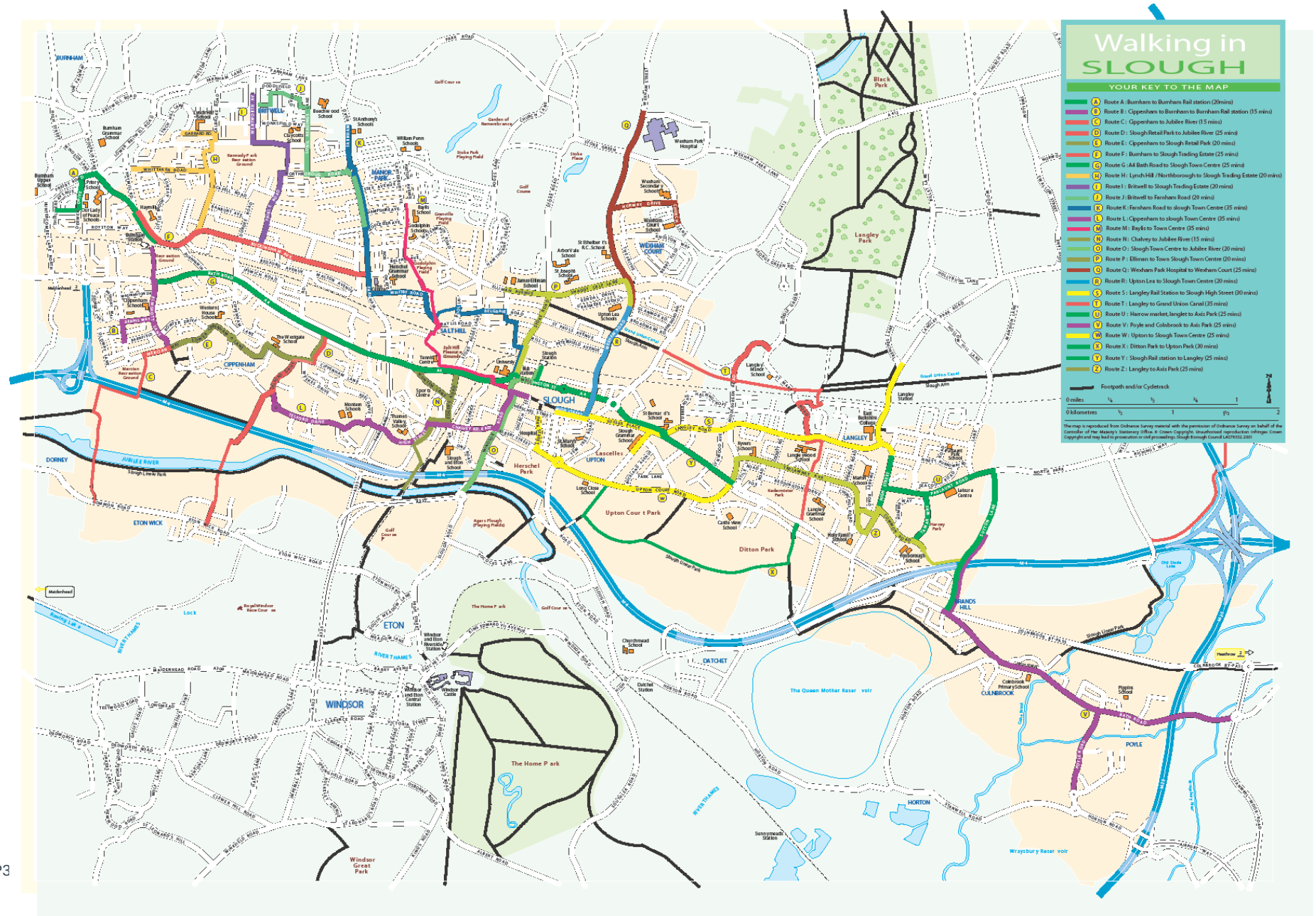
Table 4.1 - Forward Plan Key Actions

Work Area	Key Actions	Priority
Overarching Theme: Organisation and approach to delivering the NMD	Review the programme of meetings established under the matrix of responsibilities to ensure they are fulfilling their overall objective of providing the Traffic Manager with the assurance that fulfilment of the NMD is taking place.	**High**
Overarching Theme: Borough Network Hierarchy	Review Strategic Road Network Creation of a holistic Borough Network Hierarchy	**High** **Medium**
NMD Theme 1:	Review Parking, Accessibility, Walking and Cycle	**High**

Managing Demand and Future Growth	Strategies to ensure they are consistent with current network opportunities and priorities.	**High**
	Get Freight Strategy approved.	**High**
	Complete Asset Management Plan.	**High**
	Complete Safer Routes to Schools Plans	**Medium**
	Ensure the Road Safety Plan is kept up-to-date	**Low**
	Investigate the benefits of expanding our enforcement responsibilities to cover areas such as bus lanes, prescribed and prohibited movements and speed limits.	**High**
	Examine options for measuring congestion in Slough.	**Medium**
	Continue implementation of ITS strategy and working with adjacent authorities and other stakeholders	**Medium**
	Finalise SBC Travel Plan.	**High**
	Use of SATURN Model to assess future traffic impacts and proactively influence Network Management at SBC.	**Medium**
	Examine whether the present scheme prioritisation methodology may be simplified and/or improved.	**High**
	Implement School Travel Plans at remaining schools	**Low**
	Increase number of key junctions monitored by CCTV	
NMD Theme 2: Planning and Managing Works and Events	Review list of traffic sensitive streets and introduce process of regular review in the future.	**High**
	Develop web based map listing all schemes being undertaken in the borough to demonstrate and communicate the level of co-ordination taking place	**Low**
	Investigate exploitation of Mayrise to improve efficiency of street works services.	**High**
	Review network of abnormal load routes.	**Medium**
	Audit the current processes and procedures for managing works and events	**Medium**
NMD Theme 3: Contingency Planning and Incident Management	Develop a transport infrastructure contingency plan which will fit under the umbrella emergency plan document.	**High**
	Investigate the development of other contingency plans and formalise existing plans.	**High**
	Ensure all parties involved in contingency planning and incident management have the information they require, for example diversionary route plans.	**Medium**
	Develop an efficient system for communicating information on incidents to the public, via various media means and road signs.	**Medium**
	Set up a procedure for continually reviewing SBC's contingency planning and incident management.	**High**
NMD Theme 4: Performance Monitoring	Commence a work stream in 2008/09 to examine how to better monitor our Network Management performance in a cost effective manner that does not rely on independent and expensive survey / data collection exercises	**Medium**
	Identify suitable metrics for performance measurement of SBC's delivery structure.	**Medium**
	Investigate application of a network register with mapping interface to help achieve co-ordination of highway	**Medium**

	activities. Investigate monitoring the effectiveness of contingency planning and incident management	**Medium**
NMD Theme 5: Communications	Improve dissemination of information to road users on highway schemes, other works, traffic management, and parking through the use of Intelligent Transport Systems (ITS). Improve communication between SBC and the fire and ambulance services. Further develop information dissemination to the public via the SBC website. Continue to develop the TAMP and a common GIS database to store GIS and live traffic data. Review list of key consultation stakeholders.	**Medium** **High** **Medium** **Medium** **Medium**

Appendix A
Strategic Walking Route


Walking in
SLOUGH
YOUR KEY TO THE MAP
A Route A : Burnham to Burnham Rail station (20mins)
B Route B : Cippenham to Burnham to Burnham Rail station (15 mins)
C Route C : Cippenham to Jubilee River (15 mins)
D Route D : Slough Retail Park to Jubilee River (25 mins)
E Route E : Cippenham to Slough Retail Park (20 mins)
F Route F : Burnham to Slough Trading Estate (25 mins)
G Route G : A4 Bath Road to Slough Town Centre (25 mins)
H Route H : Lynch Hill / Northborough to Slough Trading Estate (20 mins)
I Route I : Britwell to Slough Trading Estate (20 mins)
J Route J : Britwell to Farnham Road (20 mins)
K Route K : Farnham Road to slough Town Centre (35 mins)
L Route L : Cippenham to slough Town Centre (35 mins)
M Route M : Baylis to Town Centre (35 mins)
N Route N : Chalvey to Jubilee River (15 mins)
O Route O : Slough Town Centre to Jubilee River (20 mins)
P Route P : Elliman to Town Slough Town Centre (20 mins)
Q Route Q : Wexham Park Hospital to Wexham Court (25 mins)
R Route R : Upton Lea to Slough Town Centre (20 mins)
S Route S : Langley Rail Station to Slough High Street (30 mins)
T Route T : Langley to Grand Union Canal (25 mins)
U Route U : Harrow market, langley to Axis Park (25 mins)
V Route V : Poyle and Colnbrook to Axis Park (25 mins)
W Route W : Upton to Slough Town Centre (25 mins)
X Route X : Ditton Park to Upton Park (30 mins)
Y Route Y : Slough Rail station to Langley (25 mins)
Z Route Z : Langley to Axis Park (25 mins)
Footpath and/or Cydetrack
0 miles ¼ ½ ¾ 1
0 kilometres ½ 1 1½ 2
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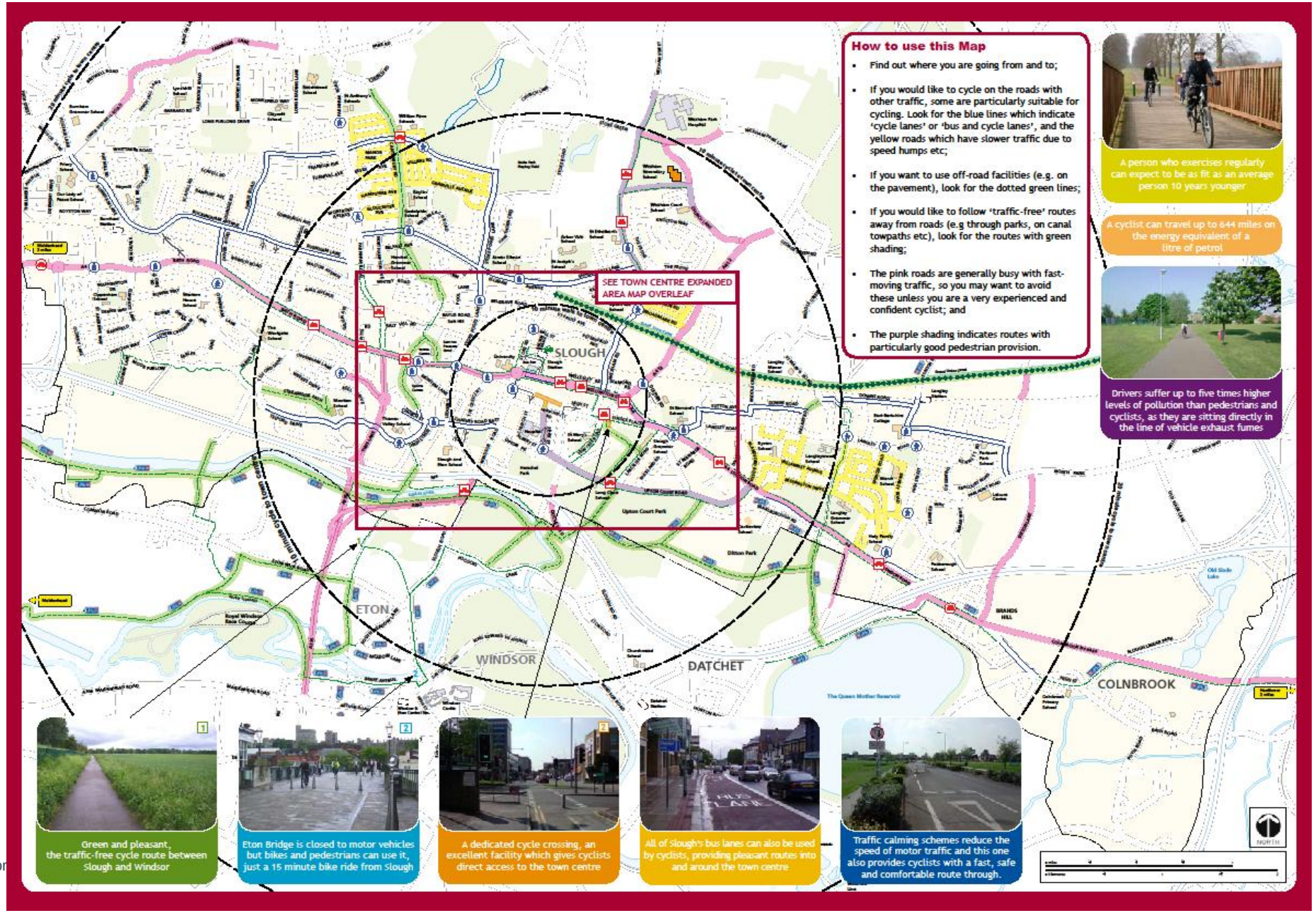
BURNHAM
CIPPENHAM
SALTHILL
SLOUGH
LANGLEY
UPTON
DORNEY
ETON WICK
ETON
WINDSOR
DATCHET
HORTON
BRANDS HILL
COLNBROOK
POYLE
WEXHAM COURT
Black Park
Langley Park
Herschel Park
Upton Court Park
Ditton Park
The Home Park
Windsor Great Park
The Queen Mother Reservoir
Wraysbury Reservoir
Jubilee River
RIVER THAMES
M4

Appendix B
Strategic Cycle Network


How to use this Map
Find out where you are going from and to;
If you would like to cycle on the roads with other traffic, some are particularly suitable for cycling. Look for the blue lines which indicate 'cycle lanes' or 'bus and cycle lanes', and the yellow roads which have slower traffic due to speed humps etc;
If you want to use off-road facilities (e.g. on the pavement), look for the dotted green lines;
If you would like to follow 'traffic-free' routes away from roads (e.g through parks, on canal towpaths etc), look for the routes with green shading;
The pink roads are generally busy with fast-moving traffic, so you may want to avoid these unless you are a very experienced and confident cyclist; and
The purple shading indicates routes with particularly good pedestrian provision.
SEE TOWN CENTRE EXPANDED AREA MAP OVERLEAF
SLOUGH
ETON
WINDSOR
DATCHET
COLNBROOK
A person who exercises regularly can expect to be as fit as an average person 10 years younger
A cyclist can travel up to 644 miles on the energy equivalent of a litre of petrol
Drivers suffer up to five times higher levels of pollution than pedestrians and cyclists, as they are sitting directly in the line of vehicle exhaust fumes
1
Green and pleasant, the traffic-free cycle route between Slough and Windsor
2
Eton Bridge is closed to motor vehicles but bikes and pedestrians can use it, just a 15 minute bike ride from Slough
3
A dedicated cycle crossing, an excellent facility which gives cyclists direct access to the town centre
All of Slough's bus lanes can also be used by cyclists, providing pleasant routes into and around the town centre
Traffic calming schemes reduce the speed of motor traffic and this one also provides cyclists with a fast, safe and comfortable route through.
NORTH

Appendix C
List of Key Stakeholders

Service Type	First Name	Last Name	Job Title	Organisation	Address	City/Town	Post Code
Emergency Services	Claire	Benson	Traffic Management Manager	**Thames Valley Police**	Howes Lane	Bicester	OX26 2ZA
Emergency Services			Group Manager (Operational Support)	Royal Berkshire Fire and Rescue Service	103 Dee Road	Tilehurst	RG30 4UA
Emergency Services	Andy	Pope	Operational Station Officer	South Central Ambulance Service NHS Trust (Berkshire Division)	Wexham Ambulance Station	Wexham Park Lane	SL3 6LT
Bus/Coach Organisations	Graham	Beswick	Senior Engineer	Transport for London Bus Priority Team North West	Windsor House, 42-50 Victoria Street	London	SWH OTL
Bus/Coach Organisations	David	West	Area Manager	Transport for London, London Buses	Unit 4, Victoria Business Centre, Flemming Way	Isleworth	TW7 6DB
Bus/Coach Organisations	Andrew	Taylor	Commercial Director	First Beeline Buses Ltd	Coldborough House, Market Street	Bracknell	RG12 1JA
Bus/Coach Organisations	Alison	Brown	Depot Manager	First Beeline Buses Ltd	Brunel Bus Station, Wellington Street	Slough	SL1 1XN
Bus/Coach Organisations			The Transport Manager	Armchair Passenger Transport	Armchair House, Commerce Road	Brentford	TW8 8LZ
Bus/Coach Organisations	Peter	Spring	Bus Priority Manager	London United Ltd	Busway House, Wellington Road	Twickenham	TW2 6NX
Bus/Coach Organisations	Khan	Wali Kahn	The Manager	Red Line Buses	17 Granville Street	Alyesbury	HP20 2JR
Bus/Coach Organisations			The Transport Manager	Magpie Travel	Binders Industrial Estate, Cryers Hill	High Wycombe	HP15 6LU
Bus/Coach Organisations			The Transport Manager	Arriva The Shires Ltd	487 Dunstable Road	Luton	LU4 8DS
Bus/Coach Organisations			The Transport Manager	Carousel Buses	134 Desborough Road	High Wycombe	HP11 2PU
Bus/Coach Organisations			The Transport Manager	Jason Tours	33 Woodfield Road	Cranford	TW4 6LL
Bus/Coach Organisations			The Transport Manager	Ashford Luxury Coaches	373 Hatton Road, Bedfont	Feltham	TW14 9QS
Bus/Coach Organisations			The Transport Manager	New Bharat Coaches	Priory Way	Southall	UB2 5EB
Bus/Coach Organisations			The Transport Manager	Tellings Golden Miller	20A Wintersells Road	Byfleet	KT14 7LS
Bus/Coach Organisations			The Transport Manager	Timetrack	109 Upper Halliford Road	Shepperton	TW17 8SH
Road User Groups			The Manager	Road Haulage Association	Roadway House, Bretton	Peterborough	PE3 8DD
Road User Groups			Traffic Co-ordinator	Freight Transport Association	Hermes House, St John's Road	Tunbridge Wells	TN4 9UZ
Road User	Mr A	Wheeler	Route Data	Automobile	Fanum House	Basingstoke	RG21

Road User Groups	Mr A	Wheeler	Route Data Research	Automobile Association	Fanum House	Basingstoke	RG21 4EE
Road User Groups			Touring Information (RR)	RAC Motoring Services	PO Box 700, Bradley Stoke	Bristol	BS99 1RB
Road User Groups	Tom	Graham	Area Collection Manager	Royal Mail	15 Wexham Road	Slough	SL1 1AA
Others			The Secretary	South & East Bucks Commerce & Industry	Commerce House, 2-6 Bath Road	Slough	SL1 3SB
Others	James	Hey	Slough Local Executive	Slough Chamber of Commerce	467 Malton Avenue	Slough	SL1 4QU
Others	Katie	Atkinson	Estate Surveyor	SEGRO	234 Bath Road	Slough	SL1 4EE
Others	Mr L	Sutherland		Navigation Technologies Ltd	4 Theobald Court, Theobald Street	Borehamwood	WD6 4RN
Others	Margery	Hitchman	Disability Matters	26 Gilbert Way Ditton Farm	Langley	Slough	SL3 7GR
Others	Alex	Wakeman	Editorial Assistant	UK Datapoint Limited	34-42 Cleveland Street	Westminster	W1T 4LB
Others				Trafficlink London	91 Charterhouse Street	London	EC1M 6HR

Note: 1. There is a statutory requirement to consult those organisations shown in bold
including any bus operator or bus organisation affected by a particular scheme
2. last update: 10th July 2008 - crw