

# Slough's Third Local Transport Plan





# 1

## Introduction



## Ch. 1 - Introduction

### 1.1 Our third Local Transport Plan

**1.1.1** This document forms part of the Slough Local Transport Plan (LTP). The LTP is the third to have been prepared by Slough Borough Council and replaces the previous LTP which covered the period from April 2006 to March 2011. Like its predecessors, this LTP (often referred to as 'LTP3') describes how we will maintain and improve transport in the borough to meet national and local objectives.

**1.1.2** The LTP is made up of two documents. In this, the Strategy Document, we describe our aims and objectives for transport, the transport challenges facing Slough, and our long-term transport strategy. The Strategy Document will apply from April 2011 until 2026 although we may wish to update it during this period.

**1.1.3** The other LTP document is the Implementation Plan. The Implementation Plan provides much more detail on exactly what we intend to do, in other words how our strategy translates to actual schemes and projects. Because the Implementation Plan is more detailed, and will change as projects are completed and funding changes, we intend to update this more often. The Implementation Plans will cover three or four

year periods of time, coinciding with the Government's spending review periods. To align with this we will produce a single year 'Interim' Implementation Plan covering the 2011/12 financial year. This means that our first full three year Implementation Plan will therefore cover the period from April 2012 until March 2015, and will then be replaced by a new plan for the next period.

**1.1.4** Like all local transport authorities, Slough Borough Council is obliged to prepare an LTP by law (and to adhere to the guidance on preparing LTPs). Having said this, we recognise the benefits of a strong and up-to-date LTP which reflects our ambitions and therefore welcome the opportunity to prepare our third LTP at this time.

**1.1.5** This document was written during 2010 and 2011, which saw considerable change as a result of the introduction of the policies of the new government. As a local authority, Slough Borough Council is responding positively to these changes and is reflecting them in new policies, such as this LTP. Notable amongst these changes is the removal of the regional tier of planning in England and, with it, the spatial, economic and transport strategies for the South East of England which previous LTPs directly supported. However, as a small authority, many journeys either begin or end outside of the borough, meaning that we need to continue to

#### Chapter summary

This is the Strategy Document of Slough's third Local Transport Plan. It covers the period from 2011 to 2026. There will be separate LTP3 Implementation Plan documents which give more detail on the actual measures we will deliver. The first of these covers the period 2012/13 to 2014/15 and will be replaced every 3-4 years. An interim Implementation Plan will be produced for 2011/12.

The LTP Strategy Document describes how improvements in local transport will help to achieve the Council's local priorities such as raising the skills and educational attainment levels of Slough's residents, ensuring Slough remains a location of choice for employment, strengthening our communities and improving our neighbourhoods.

We cannot make all the improvements we want on our own, so will continue to work with partners in Slough and elsewhere to deliver them.

Slough has relatively good 'strategic' road and rail connections to many places such as the M4 and Great Western mainline. Our local bus services have also improved in recent years. However, there is still room for improvement, for example in improving public transport access to jobs and services and in reducing congestion.

work closely with our neighbouring authorities in the Thames Valley and London to deliver the best transport networks for our residents, workers and visitors.

**1.1.6** In 2010 the Government announced widespread cuts in public spending (see from §2.2.3). Inevitably, these cuts are affecting our ability to maintain our current transport assets, like our roads, and to make improvements to our transport services and infrastructure. Ensuring we deliver value for money across everything we do has always been important to us, and featured prominently in LTP2. As we embark on a period of unprecedented financial constraint, being efficient takes on even greater significance. Later in this section we describe how we ensure we deliver value for money.

## 1.2 Progress to date

**1.2.1** We are proud of the progress we have made in the ten years since Slough's first Local Transport Plan was published in 2000. For example:

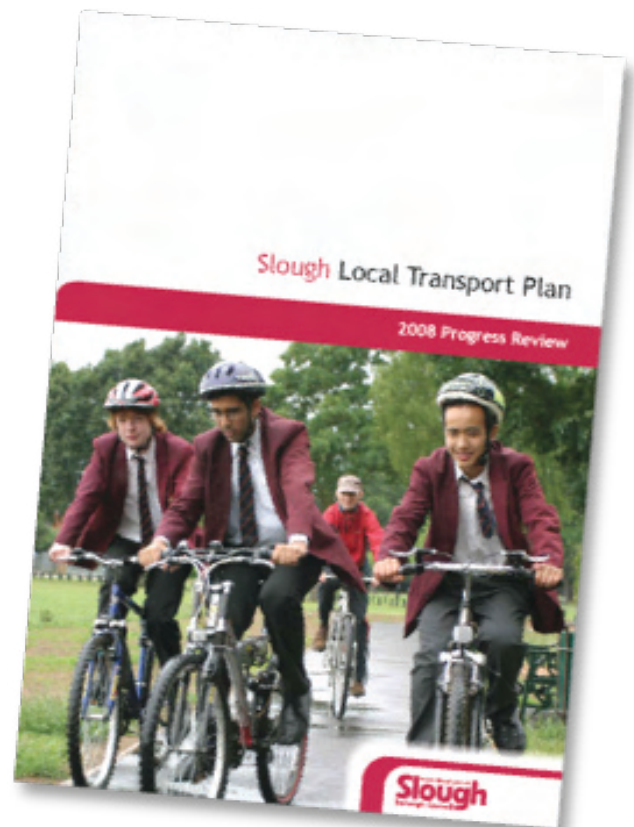
- Investment in new footways and other rights of way, better maintenance, cleaning and security means that 95% of residents now think that our rights of way are easy to use compared to only 62% in 2003/04.
- Council Investment in new bus stops, priority measures and information, as well as investment in new buses by operators, has resulted in one million more bus journeys in Slough in 2008/09 compared to 2003/04, bucking the national trend of falling patronage.
- Construction of a new bus station in the Heart of Slough is underway and will offer a step change in the quality of many bus journeys in Slough when it opens in 2011.
- 41 out of the 46 state funded schools and colleges in the borough now have school travel plans, aimed at reducing motorised travel to school, compared to only 8 schools and colleges in 2002/03.
- Much-enhanced Slough- Heathrow bus services promoted by Slough Borough Council, First and BAA which have greatly improved the accessibility

of the airport and will assist access to jobs and training. Over three-quarters of Slough's residents can now reach Heathrow Airport by public transport in under 45 minutes in the morning peak.

- The number of people killed or seriously injured on Slough's roads has fallen from 88 in 2000 to 35 in 2009, a reduction of 60%.

**1.2.2** In recognition of our work, Slough Borough Council has received the 2008 National Transport Award for 'Most Improved Transport Local Authority'. However, we are not complacent, and realise that there are still areas where we are not delivering the level of improvement we would like. In particular, we are concerned over trends in:

- bus punctuality, which is now improving after a marked fall in 2006/07;
- addressing growth in traffic levels which, across Slough as a whole, continue to rise despite efforts to improve alternatives; and
- overcoming the slow growth in walking and cycling.



## 1.3 Our objectives

**1.3.1** Making improvements to our transport services and networks is not an end in itself. Rather, we want to invest in better transport to support achievement of the Council's wider objectives for Slough, such as helping local people take advantage of education and training opportunities, or reducing the impact of travel on our residents. The Council has set out these objectives in a 20-year vision for Slough and in its Sustainable Community Strategy (see chapter 3). This LTP is one of the main ways which this vision will be turned into reality.

**1.3.2** This LTP is also critical to the success of Slough's Local Development Framework which sets out how our town will develop and grow in terms of houses, employment, shopping, schools and so on (see chapter 4). Without the right transport networks in place, the growth envisaged in the Local Development Framework cannot be realised.

**1.3.3** As well as aiming to support local issues, this LTP is also influenced by the policies of the UK government, particularly those relating to transport and land use planning. In particular, the 2011 White Paper on Local Transport highlights the important role that improving local journeys can play in achieving the multiple goals of economic growth, reducing CO2 emissions, better quality of life and making our transport systems safer.

**1.3.4** These, and other wider influences, are discussed further in the next chapter and are reflected in the objectives and strategy set out in this document, as is our desire to work closely with our neighbours in London and the Thames Valley.

## 1.4 Ensuring we deliver value for money

**1.4.1** Slough is a small and densely packed urban authority with few opportunities for significant new transport infrastructure. We also work within tight financial constraints. As a result our transport vision, strategy and programme have been developed in recognition of the ongoing importance of ensuring our solutions provide value for money, particularly through maximising use of existing networks and services.

**1.4.2** To ensure that our LTP delivers value for money we have:

- based our transport vision and LTP development work on the most up to date demographic and travel information available;
- enhanced our local traffic model to help us assess the impact of LTP proposals;
- where possible considered best practice in delivering transport outcomes elsewhere in the UK (we also benchmark our activities against other local authorities);
- combined a top-down strategic approach to transport planning with a bottom-up, detailed analysis undertaken through the preparation of a number of Supplementary Strategy Documents (see chapter 5);
- undertaken consultation with the public and local stakeholders to ensure we have a thorough understanding of local problems and opportunities;
- worked in partnership with neighbouring authorities to explore opportunities for cost savings or improved efficiency and/or integration through joint activity (see chapters 1 and 2);
- incorporated a range of demand management measures, including our parking strategy, to 'lock in' investment in measures to promote public transport, walking and cycling (see chapter 5);
- 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, we are 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).

### 1.5 Planning in partnership

**1.5.1** Through this LTP we are seeking to support the achievement of goals which have been determined locally and nationally. As discussed above, these goals relate to outcomes which, in themselves, are not about transport, but about the benefits which better transport can bring to our economy, communities and environment.

**1.5.2** Transport is only one of a number of ways in which the Council is working towards these goals, alongside, for example, investment in housing and education. Our neighbouring authorities and other organisations are doing the same. Therefore, transport planning cannot be undertaken in isolation by one department or organisation. Rather, effective planning must involve departments from across the Council as well as other public sector organisations, businesses, stakeholders and the general public.

**1.5.3** So we must ensure that we plan, and deliver, improvements to transport in partnership with those responsible for delivering a wide range of services and those responsible for delivering transport, such as bus and train operators and taxi firms. If we can work together, we can deliver more targeted, effective and better value improvements to transport.

#### Cross-boundary joint working

**1.5.4** Many journeys, even relatively short ones, cross administrative boundaries between different local authorities. This is especially true in Slough as it is a small area with many journeys made to and from London, Windsor, Heathrow Airport, High Wycombe and many other locations. Therefore, we must also work closely with our neighbouring local authorities and others outside of Slough to ensure that the maximum benefit can be gained from new investment by ensuring that it delivers integrated and joined-up solutions for all travellers. For this reason, the Council is an active member of:

- The Berkshire Strategic Transport Forum which represents the collective interests of the six unitary authorities in Berkshire. The forum aims to increase the capacity of transport officers, managers and Members in Berkshire and agree

schemes and work which may be taken forward jointly for bidding and implementation.

- The Safer Roads Partnership which comprises local authorities, police and fire and rescue services in the Thames Valley area whose objective is to reduce the number of road traffic accidents and prevent fatalities and injuries on the area's roads.

**1.5.5** In chapter 2 we describe how we will continue to work with our partners at a sub-regional level following abolition of the regional tier of government in 2010, including through the new Thames Valley Berkshire Local Enterprise Partnership.

#### Multi-agency joint working

**1.5.6** As and when appropriate, the Council also works with other agencies, for example, the Highways Agency, on issues affecting the strategic transport networks and local environmental conditions. For example, we are working jointly with the Highways Agency in the following areas:

- travel plan development – we are working with the Highways Agency and Slough Estates on the development of a strategic area wide travel plan;
- air quality – we have been liaising closely with the Highways Agency over the development of our AQMA action plan;
- major development – we work closely to ensure that we jointly understand the strategic impact of our development proposals.

### 1.6 The transport networks

**1.6.1** The following sections describe Slough's highways and public transport networks.

#### The strategic road network

**1.6.2** Slough's main road network, shown in Figure 1.1, is dominated by the A4 which runs east-west through the centre of Slough, and the M4, which runs east-west to the south of the town. Although the M4 is mainly used by long-distance traffic, it also acts as the 'Slough bypass' in that

journeys from east to west Slough can be quicker via the M4 rather than via the town centre.

**1.6.3** Traffic leaving or joining the M4 regularly causes queuing and congestion on the local road network during peak periods. Occasionally, heavy congestion or an incident on the M4 can bring traffic in Slough to a virtual standstill as traffic diverts off the motorway.

**1.6.4** There are also several key north-south links which serve as routes for through traffic as well as for access to Slough. For example, the A355 Farnham Road provides a route to the M40 corridor, as does the A412 Uxbridge Road. The A412 also offers an alternative route to the northern section of the M25 (via the M40) avoiding the M4/M25 junction. The B416 also acts as an important route for more local journeys to the north.



**Figure 1.1 - The strategic road network**

Map to be replaced for final LTP3

**1.6.5** The strategic road network is very congested at peak times with traffic on the M4 between junctions 5 and 6 being particularly heavy. For example, average speeds on the M4 during rush hour are only 50 to 60 mph.

**1.6.6** These conditions are expected to worsen in the future – for example motorway traffic in the South East is forecast to grow by more than a third between 2003 and 2025 which would

result in average speeds falling below 50 mph.

**1.6.7** In response the then Secretary of State announced in January 2010 that hard shoulder running (HSR) was planned for the M4 between junctions 3 and 12. HSR was foreseen as including possible 'integrated demand management through co-ordination of motorway signals with those on local roads'. We look forward to ongoing partnership working with the Highways Agency on proposals for motorway management in the light of the close interaction between traffic on the M4 and the local road system (more than half of morning peak traffic between Junctions 5 and 6 is travelling less than 40km).

**Bus services**

**1.6.8** Most bus services in Slough operate on a commercial basis, in other words they are run by private bus companies without public subsidy. The two main commercial bus operators in Slough are currently First Berkshire & The Thames Valley Buses Ltd and Arriva the Shires Ltd.

**1.6.9** The Council provides revenue support (subsidy) for a number of other services for which we think there is a need but which would not be profitable for private operators to run. We do this:

- to provide a level of service during evenings and weekends;
- to provide bus services where a significant number of residents live outside a reasonable walking distance to the line of bus route; or
- to provide services where developer funding is available for bus services to new developments.

**1.6.10** A number of third parties also procure and fund local bus services in Slough, notably BAA Heathrow, SEGRO and Transport for London (the route 81 between Hounslow and Slough).



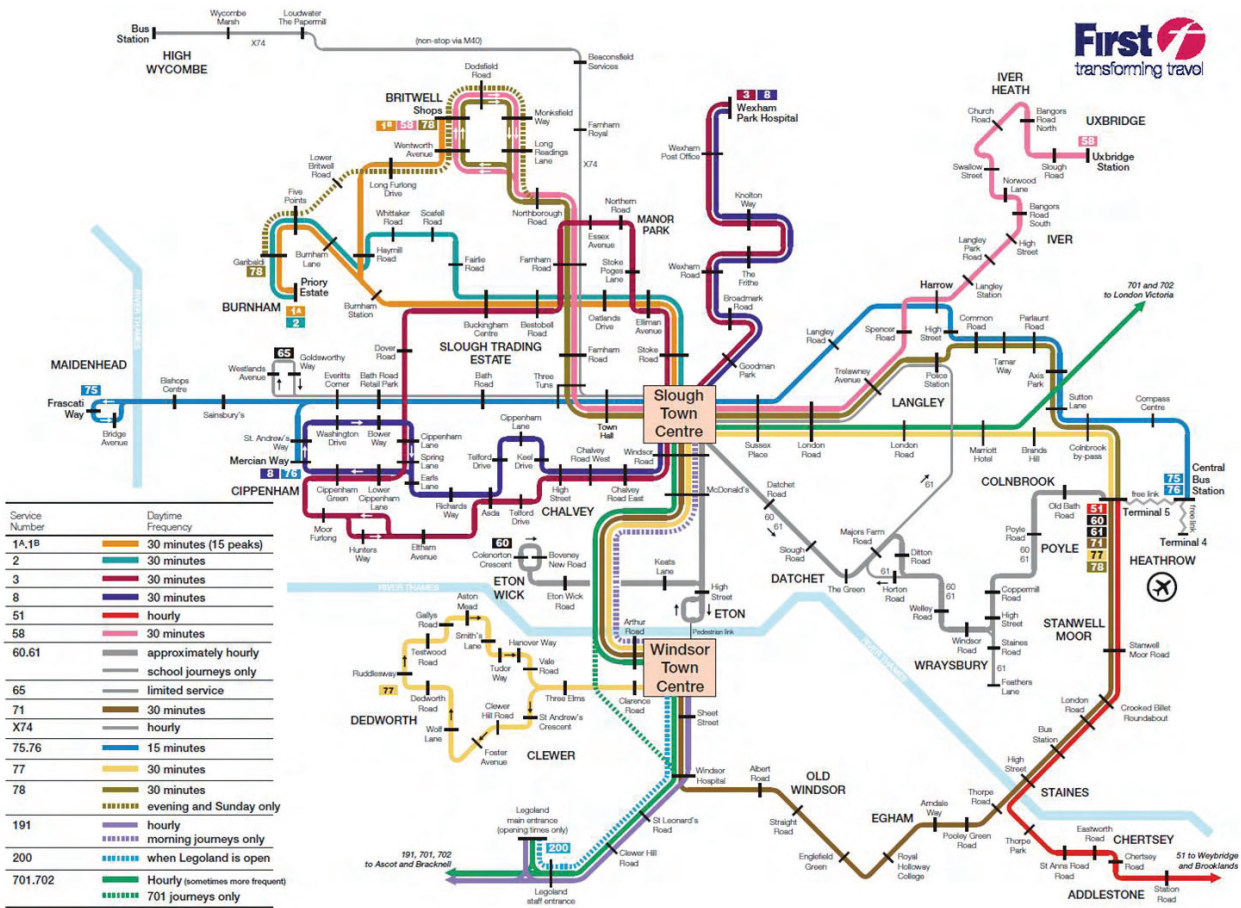


Figure 1.2 First Berkshire's bus services in Slough

1.6.11 The bus network in Slough is shown in Figure 1.2. The services operated fall into four categories, namely:

- local town services;
- inter-urban services;
- mixed services; and
- infrequent and shift services.

1.6.12 The local town services operate between residential areas such as Burnham, Britwell, Cippenham and Langley and the town centre. Some services run across the town whilst others begin and end in the town centre. A typical daytime service frequency is two buses per hour.

1.6.13 The Slough Trading Estate Hoppa bus service

operates up to four times an hour between the trading estate and Slough town centre, Slough and Burnham rail stations and neighbouring residential areas.

1.6.14 Inter-urban services typically operate to and from Slough town centre with limited stops elsewhere in the Borough. Services operate to Hounslow, Windsor, Staines, Eton, Heathrow Airport, Berkhamsted, and Victoria Coach Station and most begin/end in Slough town centre. Service frequencies range from one bus every two hours to four buses per hour on the No. 81 Transport for London (TfL) service to Hounslow.

1.6.15 A number of other services provide both local and regional connectivity. For example, the No. 58 provides a local service between Britwell, the town centre and Langley and then continues to Iver and Uxbridge. Similarly, the No. 75/76/77/78 service operates between Heathrow Airport, Slough town centre and beyond whilst also performing a local function in the Langley area.

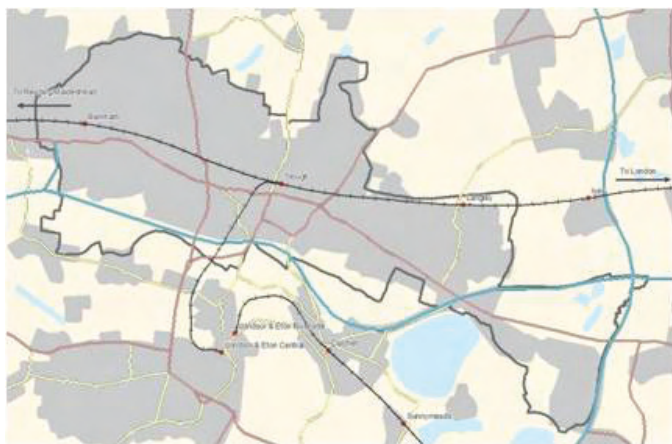
**1.6.16** To the west, the main bus routes run to the north of the railway line through the trading estate to Burnham and along the A4 and on to Maidenhead. Another major corridor runs from Slough to Windsor. Some of these run out to Heathrow from Windsor. To the north, routes run primarily towards Wexham Park hospital and Britwell. Overall, approximately 350 local buses per day serve the town centre.

**1.6.17** The Council administers the national concessionary bus pass scheme for residents aged over the female retirement age, of which 14,000 hold concessionary bus passes. In addition, we also currently extend the concession to enable all-day and companion travel for all national bus pass concession pass holders; and offer a half-fare pass to students aged 16-19 resident in Slough for travel on either First Berkshire bus services or First Great Western (FGW) train services (but not both).

**1.6.18** As the local transport authority, we are also responsible for providing bus priority measures to speed up bus journeys and improve their reliability, as well as bus stops and shelters and passenger information.

**Rail services**

**1.6.19** There are three railway stations in the Borough: Slough (serving the town centre), Langley, in the east and Burnham, in the west. All three are on the Great Western Main Line running between London Paddington and the west of England and Wales.



**Figure 1.3 Slough's rail network**  
Map to be replaced for final LTP3

**1.6.20** Slough station is currently served by a mixture of inner and outer suburban services operated by First Great Western. Approximately four trains per hour (TPH) stop at the station in the a standard hour as follows:

- two TPH in each direction between Paddington and Reading via Slough (and Burnham); and
- two TPH in each direction between Paddington and Oxford via Slough and Reading (and Langley).

**1.6.21** Additional services run in the peak to provide approximately six trains per hour between Slough and Paddington. Journey times can be as low as 14 minutes between Paddington and Slough although there is considerable variability with some services having a journey time in excess of 30 minutes. The same is true of journeys to Reading with times varying from 14 to 27 minutes.

**1.6.22** As Langley is served by the Oxford services and Burnham by the Reading services, there are no direct services between Langley and Burnham except eastbound in the morning peak and westbound in the evening peak.

**1.6.23** A branch line exists between Slough and Windsor Central station. A shuttle service operates between the two stations three times per hour in the peaks, two off-peak. The journey time is six minutes and therefore offers an attractive alternative to the car or local buses.

**1.6.24** A large number of passengers use Slough's three stations (5.5 million in 2007/08) of which some two million are between Slough and London Paddington – making Slough the busiest suburban commuter station into Paddington . Commuter flows between Slough and Reading, and between Slough and Windsor & Eton Central were amongst the top five non-London commuter flows in the Great Western area in 2007/08. Passenger numbers on the Great Western Main Line are forecast to grow by up to a quarter by 2019, mainly to and from stations between Reading and London such as Slough. Further growth is anticipated after 2019 .

## Heathrow Airport

**1.6.25** London Heathrow Airport is the busiest international airport in the world, handling over 65 million passengers per annum . The continued success of the airport is critical to the economic prosperity of Slough:

- our close proximity to the airport makes Slough very attractive to international companies seeking to locate in the South East, bringing vital high value jobs to our town; and
- some 7,000 of Slough's residents work for one of the airport's 200 employees, pumping money into our local economy.

**1.6.26** To get the most from our proximity, we need to ensure that access to the airport for our businesses and residents is as convenient and quick as possible.

**1.6.27** BAA Heathrow continues to work extremely hard to reduce the share of trips to the airport made by car. We share this goal, as providing more capacity for travel by car is neither possible nor supportive of our objectives to improve local environmental conditions and tackle climate change. We are also an active member of the Heathrow Area Transport Forum. As a result, we are pursuing an agenda of delivering ongoing improvements to public transport connections between Slough and the airport for commuting, business and leisure journeys.

## 1.7 Strategic Environmental Assessment

**1.7.1** In accordance with the regulations incorporating European Directive 2001/42/EC into UK law, and the relevant guidance, full consideration must be given to the environmental impacts of plans, such as this LTP, and the impacts of the transport facilities and services themselves .

**1.7.2** A Strategic Environmental Assessment (SEA) has been undertaken which considers all significant environmental changes resulting from the proposals set out in this LTP. The process of the SEA can be broadly divided into five stages (A to E), with the Environmental Report being produced at the end of stage D1 as shown in Figure 1.4.



**Figure 1.4 Strategic environmental assessment process**

**1.7.3** The Council has followed this process and prepared both an SEA scoping report and a full Environmental Report. In preparing our SEA scoping report and the Environmental Report all major environmental stakeholders have been consulted. Copies are also available from the transport policy team .

**1.7.4** The scoping report explains why an SEA is required and describes what is involved in preparing a full SEA for an LTP. It sets the context by investigating relevant plans and programmes, and establishes the environmental baseline. SEA objectives are set, and the assessment methodology is laid out, along with a set of indicators.

**1.7.5** The SEA shows that we have thought about the environmental impacts of the transport proposals we are putting forward.

## Habitats Regulations Assessment

**1.7.6** A Habitats Regulations Assessment (HRA) is required where a plan contains proposals that are likely to have a significant effect on a Special Protection Area (SPA) or Special Area of Conservation (SAC). The requirement arises from the Habitats Regulations (1994) implementing the Habitats Directive (02/43/EEC) and the Conservation (Natural Habitats) (Amendment)

Regulations (2007). An HRA is also required, as a matter of UK Government policy for potential SPAs, candidate SACs and listed Wetlands of International Importance (Ramsar sites) for the purposes of considering plans and projects, which may affect them. The SEA undertaken in conjunction with this LTP has incorporated an HRA on those habitats affected by proposals set out in this plan.

#### 1.7.7 Health Impact Assessment

**1.7.8** The current LTP3 guidance indicates that consideration of 'Human health' is a legal requirement in a Strategic Environmental Assessment (SEA) and that a Health Impact Assessment (HIA) is an integral part of an SEA to identify and inform health issues in plans.

**1.7.9** This has informed the development of this LTP and helped to mitigate the negative effects on health and well-being (whether physical and/or mental health). In addition, it has helped to:

- secure consistency between the LTP3 and work associated with Sustainable Community Strategy and Local Area Agreement;
- coordinate the public health concerns in respect of air quality, noise and climate change; and
- contribute to the wider agenda relating to quality of life and reducing health inequalities.

### The Environmental Report

**1.7.10** The final Environmental Report is the main written document produced at the end of the SEA process. It summarises the contents of the scoping report, and describes the significant effects on the environment of the LTP strategy. It then gives the reasons for the selection of the preferred strategy and suggests appropriate mitigation measures, if necessary. This report proposes monitoring relevant to the SEA environmental objectives, and also provides a non-technical summary.

### 1.8 Equalities Impact Assessment

**1.8.1** LTP3 guidance outlines the legislative requirements for local authorities to assess and determine the impacts of policies, strategies and plans

on different social groups. A number of individual duties currently exist, covering gender, equality, race and disability, consolidated in the Equalities Act 2010 into a single duty from April 2011.

**1.8.2** An Equalities Impact Assessment (EqIA) has been undertaken to guide preparation of this LTP. It considers impacts on a variety of groups, mainly focussing upon race, gender, age, religion, disability and sexual orientation. A copy of the EqIA report is available from the transport policy team or on the Council's website.

### Public and Stakeholder Consultation

**1.8.3** As is good practice, a draft of the LTP3 went out to public and stakeholder consultation for 10 weeks from 10th November 2010. Further details of the consultation are include in Chapter 4 which sets out how the comments received have helped to inform the LTP3.

### Chapter references

- <sup>1</sup> 2000 Transport Act, as amended by the 2008 Transport Act
- <sup>2</sup> DfT (July 2009) Guidance on Local Transport Plans
- <sup>3</sup> HM Government (2011) Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen
- <sup>4</sup> Highways Agency Traffic Information Database (TRADS) data for September 2008
- <sup>5</sup> DfT 2008 Regional Traffic Forecasts
- <sup>6</sup> Department for Transport (2009) City & Regional Networks Databook
- <sup>7</sup> Average trip length data from South East Regional Transport Model
- <sup>8</sup> Network Rail (2010) Great Western Route Utilisation Strategy
- <sup>9</sup> Network Rail (2010) London and South East Route Utilisation Study, Consultation Draft
- <sup>10</sup> BAA Heathrow
- <sup>11</sup> The Environmental Assessment of Plans and Programmes Regulations 2004 - SI 2004 No. 1633.
- <sup>12</sup> Department for Transport (April 2004). TAG Unit 2.11 Strategic Environmental Assessment for Transport Plans and Programmes
- <sup>13</sup> ODPM (July 2004) A Draft Practical Guide to the Strategic Environmental Assessment Directive
- <sup>14</sup> Slough Borough Council (2010) LTP3 SEA Scoping Report

<sup>15</sup> Slough Borough Council (2005) LTP3 Environmental Report

<sup>16</sup> DfT (July 2009) Guidance on Local Transport Plans

<sup>17</sup> Slough Borough Council (2010) LTP3 Equalities Impact Assessment



# 2

## Wider Influences



## Ch. 2 - Wider influences

### 2.1 Introduction

**2.1.1** This LTP3 has been strongly influenced by the issues facing the residents and businesses in Slough (see Chapter 4). However, we clearly cannot plan for Slough's future without taking account of those issues at a national or sub-national level which will affect transport in Slough.

**2.1.2** This chapter describes those influences in terms of issues which affect all parts of England (and in many cases the UK) and those which relate to Slough's location in the Thames Valley and in close proximity to London.

**2.1.3** In Chapter 1 we highlight that this LTP3 has been written during a period of considerable change in the transport sector brought about by the change of government and budget reductions. New policies are now emerging, such as in the White Papers on Sub-National Growth<sup>1</sup> and Local Transport<sup>2</sup>, and we expect greater clarity over other issues as time passes. Inevitably therefore the wider influences will change over time and we will update this LTP3 to reflect those changes as appropriate.

### 2.2 The national picture

#### The new government's priorities

**2.2.1** In May 2010 the result of the General Election led to the formation of the first coalition government in the UK since 1945. The Conservative – Liberal Democrat coalition government has a clearly-stated short-term priority of reducing the UK's record financial deficit in order to put the country on a sound economic footing.

**2.2.2** Aside from tackling the deficit, the new government has set out some clear ideological principles on which it will base new policies<sup>3</sup>. Amongst these, and of particular relevance to Slough are:

- localism: removal of bureaucracy and top-down control from central government and a return of power and opportunity to local councils and communities;
- The Big Society: empowering people to work together in their communities to make their lives better;
- social mobility: increasing the chances of individuals reaching their full potential, irrespective of background;

#### Chapter summary

The LTP3 has been shaped by a number of national and sub-regional influences including:

- the new Coalition government's desire to devolve more decision-making to local councils, organisations and individuals;
- the increasing need to tackle climate change whilst enabling the economy to grow and the important role for local transport in this, as set out in the 2011 White Paper;
- cuts in national and local government funding from 2010/11 as a result of the UK financial deficit and the implications for this on transport budgets (for example a 28% reduction in the council's revenue budget over four years);
- new opportunities to deliver transport through Local Enterprise Partnerships, the Regional Growth Fund and Local Sustainable Transport Fund;
- a desire to build on the work of the Berkshire Strategic Transport Forum and other cross-boundary organisations to deliver better sub-regional connectivity; and
- the legacy of the previous government's Delivering a Sustainable Transport System initiative.



- enterprise: supporting sustainable economic growth across the UK and amongst all sectors whilst seeking to address the economic imbalance between the north and south of England; and
- climate change: cutting carbon emissions and fulfilling the UK's carbon reduction targets, in part through decarbonising the economy and promoting green industries.

### Funding for transport

**2.2.3** To begin to tackle the deficit, the government has committed to a package of budget reductions which will reduce public spending by £61 billion by 2014/15<sup>4</sup>. This represents a reduction in planned spending of 16% but, as the government has pledged to protect spending on health and international aid, actually represents average real terms budget cuts of 24% across other spending areas.

**2.2.4** These spending cuts have already begun. In the emergency budget of June 2010, the government announced savings of £6.2 billion in 2010/11<sup>5</sup>. This included a cut in the Department for Transport's (DfT's) budget of £683 million, of which £309 million stem from local transport grants such as those for transport in Slough.

**2.2.5** The 2010 Comprehensive Spending Review (CSR) set out the funding envelope for local transport funding for 2011/12 to 2014/15. Whilst the cuts to transport budgets were less than for some areas of spending, the CSR means that the amount of money for English local authorities to invest on local transport schemes will fall in real terms by 9% between 2010/11 and 2014/15 on top of the cuts already experienced<sup>6</sup>.

**2.2.6** In Slough, capital funding from central government for transport projects will fall from £1.1 million in 2010/11 to £0.8 million in 2011/12<sup>7</sup> meaning there will be less money from this source for cycling, walking and other local transport projects. Some additional investment funds may however be available to Slough through the new Local Sustainable Transport Fund (see below).

**2.2.7** The amount of 'revenue' funding from central government will also fall - by 28% in real terms between

2010/11 and 2014/15. As a result, the Council will need to make difficult decisions about priorities, including what share of our budget to spend on, for example, concessionary bus fares for the elderly and the young.

**2.2.8** The implications of these cuts on Slough are discussed later in this chapter.

### Creating Growth, Cutting Carbon - The White Paper on Local Transport

**2.2.9** In January 2011, the Department for Transport published Creating Growth, Cutting Carbon, a White Paper on local transport. The White Paper describes the government's vision for local transport, and practical examples of how local authorities can turn the vision into reality.

**2.2.10** This vision is for local transport systems which:

- act as the 'engine rooms' for economic growth;
- are greener, particularly in terms of reducing CO2 emissions;
- are safer;
- improve quality of life in local communities;
- enable choice in people's travel behaviour, especially in the use of sustainable modes;
- reflect solutions developed at a local level; and which
- are operated in a transparent way and are accountable to the public.

**2.2.11** The DfT envisages that "... making public transport and cycling and walking more attractive and effective, promoting lower carbon transport and tackling local road congestion" will be key mechanisms for achieving this vision.

## Local Sustainable Transport Fund

**2.2.12** The Local Sustainable Transport Fund (LSTF) is a new fund announced by the government in September 2010<sup>8</sup>. The funding will assist local transport authorities to:

*"...deliver solutions that build strong local economies and address at a local level the urgent challenge of climate change, delivering cleaner environments, improved safety and increased levels of physical activity."*<sup>9</sup>

**2.2.13** In other words, the fund will support local authorities to deliver the vision set out in the White Paper. The LSTF will fund packages of measures such as promotion of walking and cycling, encouragement of modal shift from car, manage traffic to get the most from our roads and improve mobility for people in local communities.

**2.2.14** The objectives of the LSTF, the vision for local transport set out in the White Paper, and the types of measures proposed by the DfT are closely aligned with the priorities for transport in Slough set out in this LTP3. However, the funding available through the LSTF provides an opportunity to deliver improvements more quickly and at a much bigger scale than traditional funding sources would otherwise allow.

**2.2.15** The Council therefore intends to submit a bid for LSTF funding in due course for a package of measures consistent with the LTP3 strategy and building on the delivery envisaged in the LTP Implementation Plan.

## Regional Growth Fund

**2.2.16** The Regional Growth Fund (RGF) is intended to "help areas which depend too heavily on the public sector for jobs, helping create more sustainable private sector employment"<sup>10</sup>. The government has pledged £1.4 billion to this fund for 2011/12 to 2013/14.

**2.2.17** We welcome the RGF, not least as transport is specifically referenced in the consultation as a potential area for investment. However, the government has signalled that the RGF will be targeted at those parts of the country where there are high levels of public sector employment which makes investment in the

majority of the South East less likely<sup>11</sup>. Whilst the share of jobs which are in the public sector are lower in the South East than other parts of England, it is important to note that the South East has the third highest number of public sector workers in England. It is therefore critical that we in the South East seek to rebalance the economy further towards private sector in the same way as other parts of the country.

**2.2.18** Slough Borough Council fully supports the bid for RGF funding submitted to government by the Thames Valley Berkshire Local Enterprise Partnership in January 2011. The bid seeks funds for work to develop proposals for a new western rail access to Heathrow Airport which would result in significant accessibility and economic benefits for Slough and other locations along the Great Western Main Line rail corridor.

## The legacy of Delivering a Sustainable Transport System

**2.2.19** Under the previous Labour government, Delivering a Sustainable Transport System (DaSTS) was established as a new approach to national, regional and local transport planning in England<sup>12</sup>.

**2.2.20** DaSTS was based around the fundamental principle that transport is not an end in itself, rather that transport enables (or hinders) individuals and businesses from achieving their aspirations. In particular, DaSTS responded to government research into the links between transport, the economy and climate change<sup>13</sup>.

**2.2.21** The DfT captured these aspirations as a five goals for transport namely:

- supporting economic growth;
- tackling climate change;
- promoting equality of opportunity;
- better safety, security and health; and
- improving quality of life and a healthy natural environment.

**2.2.22** DaSTS has had a notable impact on transport planning in England. Aside from the numerous 'DaSTS studies' which examined challenges

in particular locations across the country, DaSTS has subtly shifted perceptions of the priorities for transport amongst planners, stakeholders and politicians. Most notably DaSTS has:

- greatly increased understanding of the contribution transport can make to supporting the economy and tackling climate change;
- emphasised the importance of being clear on the underlying issues which need to be addressed, and the role of transport (as well as other sectors) in overcoming them;
- shown the enormous potential of a wide range of transport and non-transport measures to tackle the problems we face;
- demonstrated the need to deliver packages of measures which support each other to deliver the desired outcomes; and
- moved those involved in transport planning away from traditional techniques towards more innovative, low-cost solutions.

### 2.3 The sub-regional picture

#### Continued sub-regional planning

**2.3.1** The new government's localism agenda means the end of the regional tier of government in England. In practice this has meant:

- the revocation of Regional Spatial Strategies (RSSs) which included the Regional Transport Strategy and district housing growth targets;
- the winding-up of those bodies overseeing the RSS and other regional planning, transport and environmental issues (the South East Regional Partnership Board – SERPB) was wound up in July 2010);
- the abolition of all Regional Development Agencies (RDAs) outside London by 2012, including the South East England Development Agency (SEEDA);
- the creation of Local Enterprise Partnerships (LEPs) which will take over some of the

functions of the RDAs (see from §2.3.12);

- the abolition of the Government Office Network, including the Government Office for the South East (GOSE).

**2.3.2** The removal of the SERPB, SEEDA and GOSE has given Slough more freedom to pursue local priorities as we are no longer affected by decisions made at a regional level. However, the removal of these structures does not change our view of the substantial benefits to be had from working across administrative boundaries as appropriate. There are clear advantages in working with our neighbouring authorities on major planning and transport issues and in the shared procurement and delivery of services.

**2.3.3** In terms of transport, we will continue to collaborate with our neighbours and partners in the Thames Valley and London (such as the Thames Valley Berkshire LEP) to tackle cross-boundary transport issues such as enhancements to the inter-urban coach network and management of the motorway network.

**2.3.4** As a member of the Berkshire Strategic Transport Forum (BSTF), the Council has been engaged in addressing cross-boundary issues in the Thames Valley. We will continue to work with the BSTF and Thames Valley LEP to develop a collective approach to:

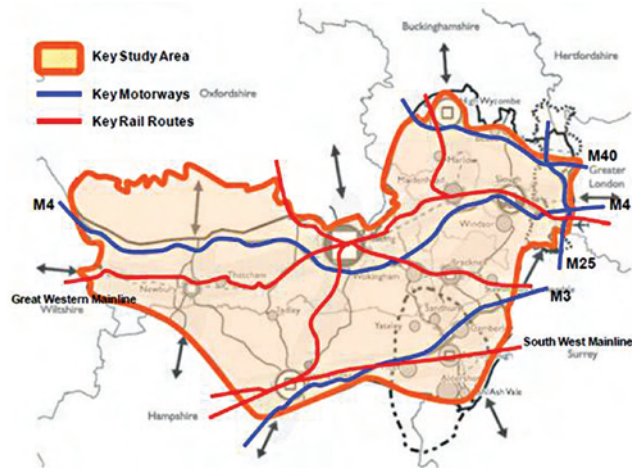
- addressing conflicts between local, regional, national and international movements along strategic road and rail corridors;
- reducing the skills mismatch between the resident workforce and long term job growth;
- reducing the dominance of single-occupancy car for commuting and other trips and associated CO2 emissions;
- working with the Highways Agency and Network Rail to reduce congestion along the M4 corridor and overcrowding on passenger rail services;
- improving public transport connections between key centres ('hubs') along key corridors ('spokes'); and
- enhancing public transport access to Heathrow Airport from the west (see

'Regional Growth Fund' above).

**2.3.5** These themes are encapsulated in our transport strategy (see Chapter 5).

**Thames Valley DaSTS study**

**2.3.6** As part of the DaSTS initiative, a study was undertaken to identify a transport strategy for the Thames Valley and recommend priorities for intervention to support the sub-region's wider objectives<sup>14</sup>. The study area is shown in Figure 2.1.



**Figure 2.1 Thames Valley DaSTS study: study area**

**2.3.7** The study recognised the importance of the Thames Valley to the national and regional economy and the need to support future growth. Through working with stakeholders, it identified that there are a number of clear challenges in relation to the capability of the transport network to accommodate future demand for travel arising from new jobs and housing and the continued growth of Heathrow.

**2.3.8** Prominent amongst these challenges are:

- growing congestion and delays on major roads such as the M4;
- increasing crowding on rail services, reaching critical levels by 2021;
- limited public transport access to Heathrow from the west; and
- poor air quality in certain areas arising from strategic transport (such as Heathrow and the M4).

**2.3.9** The study made some interim recommendations to focus future transport investment on those measures which will best address the challenges. These include:

- further improvements in walking, cycling and public transport within and between Slough, Reading and the other towns, including to and from out of centre business parks such as Slough Trading Estate;
- express bus or coach services to infill missing rail links between the key centres, business parks and Heathrow Airport;
- maintaining and enhancing rail connectivity and capacity for commuters to and from London;
- better public transport links to Heathrow Airport from the west (i.e. Slough and beyond) through express bus or coach links and/or new rail links;
- improving the efficiency of the road network to maximise its capacity (for example 'managed motorway' implementation on the M4);
- coordinated car sharing and car clubs; and
- local road improvement measures to improve operational efficiency, including priority measures for public transport.

**2.3.10** Slough Borough Council is supportive of these proposals and will work with our Thames Valley neighbours to take them forward. However, whilst transport interventions have an important role to play in solving our problems, they cannot work alone but need to form part of a comprehensive package of transport and non-transport measures to ensure that the outcomes we want are realised. Non-transport measures include for example careful placing of new employment to be close to suitable workforces and adjustments to the way health and education services are delivered locally.

**2.3.11** These cross-boundary projects are important to overcome the barriers to economic growth and prosperity in Slough. As a small authority, this is even more true in our borough than in many others – after all, many of the journeys made in Slough start or end somewhere else. However, we acknowledge

that the current financial climate makes delivering these and other major, and potentially expensive, projects very challenging and will require us all to be innovative in the way we deliver them. The Thames Valley Berkshire LEP (see below) offers an opportunity to do this by ensuring that priorities for these important projects are set at a sub-regional level.

### Local Enterprise Partnerships

**2.3.12** In July 2010 the government wrote to local authorities and business leaders in England asking them to set out proposals to form Local Enterprise Partnerships<sup>15</sup>. The Department for Communities and Local Government describes LEPs as:

*"...locally owned partnerships between local authorities and business to drive economic growth across an economic area. They will be a key vehicle in delivering Government objectives for economic growth, decentralisation and helping to rationalise the regional tier, whilst also providing a means for local authorities to work together with business in order to quicken the economic recovery."*<sup>16</sup>

**2.3.13** LEPs are tasked with delivering economic renewal by investing in planning and housing, local transport and infrastructure priorities (where they are a barrier to growth), employment and enterprise and the transition to the low carbon economy. It is clear that the government sees LEPs playing a role in strategic transport issues, i.e. those which cross Council boundaries<sup>17</sup>.

**2.3.14** An outline proposal for a LEP covering the former Berkshire area, including Slough, was accepted by the government in October 2010 and the LEP Board began meeting in shadow form shortly afterwards.

**2.3.15** The LEP is for a partnership of businesses (including SEGRO plc, the owners of Slough Trading Estate), public bodies and higher education partners and the six upper tier Councils (Bracknell Forest, Reading, Royal Borough of Windsor & Maidenhead, Slough, West Berkshire and Wokingham).

**2.3.16** The LEP proposal notes the importance of continued investment built around four key strengths,

three of which are closely related to transport namely:

- proximity to Heathrow Airport;
- ease of travel to and from London;
- and access to a highly skilled workforce.

**2.3.17** Maintaining and improving the connectivity of Berkshire is therefore seen as central to sub-regional economic growth. However, the proposal notes the challenges that need to be addressed in terms of overcoming congestion and securing the transport infrastructure for the future.

**2.3.18** In terms of transport function, the LEP will utilise the expertise and track record of the BSTF to develop a holistic transport strategy for Berkshire, and prioritise the key regional and sub regional interventions required to sustain the economy. In addition, the new body will collaborate with other LEPs in the Thames Valley to identify the truly strategic interventions required to facilitate business investment and growth, particularly the connectivity of the Thames Valley with London Heathrow Airport and West London.

**2.3.19** The LEP will also have a role in strategic land use planning to encourage employment-led growth and in developing coordinated and prioritised plans for infrastructure across Berkshire.

### West London Sub-Regional Transport Plan

**2.3.20** The Greater London Authority (GLA) has prepared five Sub-Regional Transport Plans (SRTPs) for London to articulate the Mayor's Transport Strategy (MTS) goals at a more local level. The SRTPs also set out specific challenges for each sub-region and potential solutions.

**2.3.21** The West London Sub-Regional Transport Plan is important to Slough – there is a very high degree of interaction between Slough and London in terms of commuting to and from the Borough, and access to national and international transport networks.

**2.3.22** The West London SRTP identifies a number of strategic challenges, of which the

following are of particular relevance to Slough<sup>18</sup>:

- improving access to, from and within key locations and trip generators, such as Heathrow Airport;
- overcoming the congestion and crowding on radial connections between central London and west London (and beyond);
- addressing the major air quality challenges in west London at Heathrow, and along the M4 corridor; and
- enhancing the efficiency of freight movements and reducing the environmental impacts of freight on residents and visitors.

**2.3.23** The SRTP proposes or supports a number of potential solutions including

- Crossrail and Great Western Mainline electrification;
- a High Speed Line 2 interchange at Heathrow and with Crossrail;
- road junction capacity enhancements on key roads such as the M3, M4, A4, A40, A30 and A404 will also help improve radial road capacity;
- a motorists cordon charge at Heathrow;
- additional bus priority and high occupancy vehicle lanes on the approaches to Heathrow;
- growth in coach travel to and from Heathrow; and
- opposition to Heathrow expansion.

**2.3.24** The Council does not necessarily agree with all of the proposals listed above. However, as appropriate, we will seek opportunities to work with the GLA, Transport for London, the London Boroughs and Heathrow Airport (see below) to deliver improvements to travel between Slough and London which will bring about collective benefits.

### Chapter references

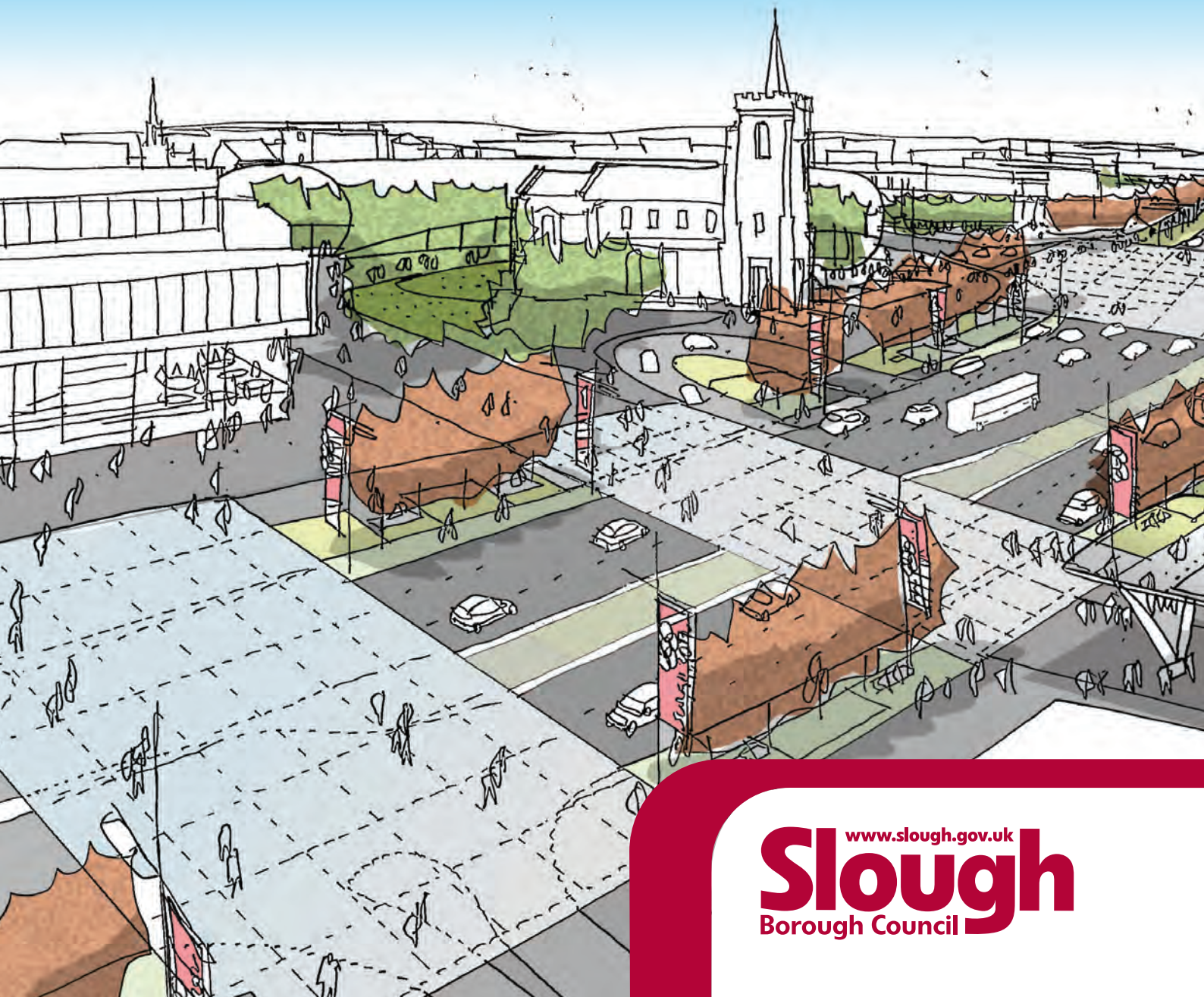
- <sup>1</sup> HM Government (2010) Local growth: Realising every place's potential
- <sup>2</sup> HM Government (2011) Creating growth, cutting carbon: Making sustainable local transport happen
- <sup>3</sup> The Coalition: our programme for Government (May 2010)
- <sup>4</sup> 2010 June Budget Statement by the Chancellor
- <sup>5</sup> HM Treasury Press Notice PN04/10 dated 24th May 2010
- <sup>6</sup> Department for Transport Press Notice 20th October 2010: Transport Spending Review
- <sup>7</sup> Integrated Transport (Capital) Allocation
- <sup>8</sup> DfT Press Release 22nd September 2010
- <sup>9</sup> HM Government (2011) Ibid
- <sup>10</sup> HM Government (2010) Ibid
- <sup>11</sup> HM Treasury (July 2010) Ibid and speech by Mark Prisk (Minister for Business & Enterprise) to the Northern Regeneration Summit, 12th October 2010.
- <sup>12</sup> DfT (November 2008) Delivering a Sustainable Transport System Main Report
- <sup>13</sup> Sir Rod Eddington (2006) The Eddington Transport Study and Nicholas Stern (2006) The Economics of Climate Change
- <sup>14</sup> Atkins for South East Partnership Board (February 2010) Delivering a Sustainable Transport System: Thames Valley Interim Report
- <sup>15</sup> Letter to local authorities from Vince Cable (SoS for Business, Innovation and Skills) and Eric Pickles (SoS for Communities and Local Government) of the 29th June 2010.
- <sup>16</sup> <http://www.communities.gov.uk/localgovernment/local/localenterprisepartnerships/>
- <sup>17</sup> Local Transport Today, Issue 550 (23/07/2010) quote from Norman Baker, Minister for Transport and DfT Press Notice of speech by Philip Hammond, Secretary of State for Transport, to the IBM Start Conference on 10 Sept 2010.
- <sup>18</sup> Transport for London (2010) West London Sub-Regional Transport Plan





# 3

## Vision & objectives



## Ch. 3 - Vision & objectives

### 3.1 Introduction

**3.1.1** In this chapter we describe the transport vision for Slough. The vision has been shaped by the Council's broader goals which are set out in our Vision for Slough, the Sustainable Community Strategy (SCS), Local Area Agreement (LAA) and Local Development Framework (LDF).

**3.1.2** Following the vision, we present a set of transport objectives which are the 'backbone' of the LTP strategy and Implementation Plan.

### 3.2 Shaping the transport vision

**3.2.1** The main influences on our transport vision are described in the following sections.

#### A Vision of Slough - 20 years from now

*"People are proud to live in Slough where diversity is celebrated and where residents can enjoy fulfilling, prosperous and healthy lives."*

**3.2.2** This is our vision for Slough, which is shared with our public, private, voluntary and community sector partners. This vision was developed after the Council and its partners spent nearly a year

#### Chapter summary

We have prepared a vision for how we would like transport to be in Slough based on the ways in which transport can help us achieve our broader corporate vision as set out in our Sustainable Community Strategy (SCS), Local Area Agreement and Local Development Framework. Better transport can make a real contribution to each of the five themes of the SCS: community cohesion, health and wellbeing, community safety, environment and economy and skills.

The transport vision can be summarised in the form of nine 'transport outcomes', achievement of which will help Slough to become the place we want it to be.

We have also set some specific objectives for this LTP which set out the details of what we want to achieve in terms of transport:

- to make sustainable transport options accessible to all;
- to enhance social inclusion and regeneration of deprived areas;
- to protect and improve personal health;
- to minimise the noise generated by the transport network, and its impacts;
- to achieve better links between neighbourhoods and access to the natural environment;
- to improve the journey experience of transport users across Slough's transport networks;
- to reduce the number of traffic accidents involving death or injury;
- to minimise the opportunity for crime, anti-social behaviour and terrorism and maximise personal safety on the transport network;
- to reduce transport's CO2 emissions and make the transport network resilient to the effects of climate change;
- to mitigate the effects of travel and the transport system on the natural environment, heritage and landscape;
- ensure that the transport system helps Slough sustain its economic competitiveness and retain its position as an economic hub of the South East; and
- to facilitate the development of new housing in accordance with the LDF.

talking to local people, public, private and voluntary sector agencies to identify and agree our long term vision and ambitions for the future.

**3.2.3** There are five priorities supporting that vision that everyone in Slough will be working towards (see Figure 3.1). These have been adopted as the five themes of our community strategy (see below). In working towards achieving these priorities we, together with our partners, will help to create a sense of pride around Slough and a place where people want to live, work, learn, visit, and do business now and in the future.



**Figure 3.1** Slough's priority themes

**3.2.4** We will be very focused in the application of our resources to this agenda for improvement. This LTP has been shaped by a number of objectives within the vision, most notably:

- ensuring everyone is treated fairly by local services;
- increasing overall satisfaction with the local area.
- increasing opportunities for children and young people to take part in high quality PE and sport;
- improving perceptions of the amount of anti-social behaviour;
- encouraging young people's

participation in positive activities;

- reducing per capita CO<sub>2</sub> emissions in Slough;
- increasing the number of local bus passenger journeys originating in the authority area;
- increasing the number of children travelling to school by public transport, walking and cycling;
- improving access to services and facilities by public transport, walking and cycling; and
- reducing the number of 16 to 18 year olds who are not in education, training or employment.

**Slough's Sustainable Community Strategy**

**3.2.5** Slough's Local Strategic Partnership published 'Proud to be Slough', Slough's first Sustainable Community Strategy (SCS), in September 2008.

**3.2.6** Proud to be Slough sets out the long-term vision for our town and explains how, together with our partners, we are all working to improve the lives of all who live, work, learn and play in Slough.



**3.2.7** The aspirations for Slough are to make it a place which:

- is a UK-wide renowned gateway to the world with a proximity to London, Heathrow Airport and Europe (via the Channel Tunnel) which attracts businesses and workers from across the globe and give Slough's highly qualified residents the chance to compete in a global market;
- has a booming local economy and where local productivity which stands above all other areas in the Thames Valley;
- offers all residents access to high quality places of learning and be able to compete for local jobs;
- has public spaces which are owned and enjoyed by the public and where pride in place and locality will resonate throughout the residents of Slough and reverberate across the UK;
- is not dependent on the car; where the majority of residents will make use of its ample walk and cycle ways; fewer cars, more bicycles and more walkers will mean healthier and happier residents, cleaner air and safer spaces for children to play in;
- encourages residents to live healthy and active lifestyles; and
- is safe so that residents will be happy to walk and cycle through the streets of Slough without fear of crime or persecution.

**3.2.8** Transport has a key role to play in achieving many of these aspirations, either directly or indirectly; this LTP is therefore critical to the success of the SCS.

### The Local Area Agreement

**3.2.9** The local area agreement (LAA) is an agreement between the local area (represented by the Council and key partners) and the Government. It covers the period from April 2008 to March 2011. The agreement clearly sets out the priority outcomes for Slough, structured within the five themes of the Slough vision and SCS. Each outcome is measured using one or more indicators, of which there are 35 in total, each of which has a target to show the progress

to be made. The indicators are chosen from a set of indicators recommended by Government in 2008<sup>1</sup>.

**3.2.10** The Council and its key statutory partners have a duty to cooperate to achieve the priorities contained in the LAA. Private, public, voluntary and community organisations are also encouraged to contribute.

**3.2.11** The importance of transport is reflected by the fact that there are three transport-related indicators included in the LAA under the 'environment' theme namely:

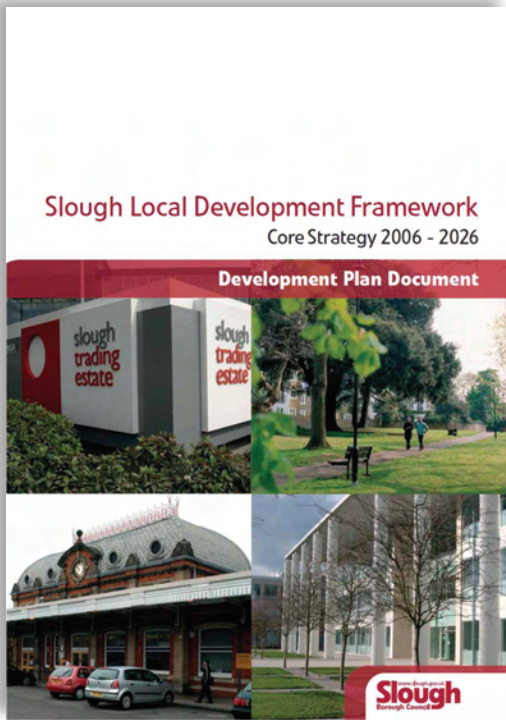
- access to services and facilities by public transport, walking and cycling (NI 175);
- local bus passenger journeys originating in the local authority area (NI 177); and
- usual mode of children's travel to school (NI 198).

**3.2.12** The inclusion of these indicators in the LAA means that these represent our highest priorities for transport investment during the LAA period. The Coalition Government has announced that local authorities will not be required to replace their existing LAAs in April 2011<sup>2</sup> but we will continue to monitor progress. Our approach to monitoring is set out in Chapter 6.

### The Local Development Framework

**3.2.13** The Local Development Framework (LDF) is a set of local development documents, prepared by the Council in consultation with partners and the public. The LDF replaces the former two-tier system of a Berkshire Structure Plan and Slough Local Plan.

**3.2.14** The overarching strategic document in the LDF is the Core Strategy Development Plan Document. This sets the principles and framework with which all other documents that form part of the LDF must comply. Slough's Core Strategy was adopted in December 2008 and addresses the most important issues and challenges facing the use of land in Slough until 2026 and the management of future development such as houses, shops, leisure, employment and community facilities; whilst at the same time protecting and enhancing the natural and built environment of the borough.



The LDF Core Strategy contains a spatial vision, strategic objectives, a spatial strategy and also the key policies needed for its implementation. The delivery of the vision, objectives and strategy is in part dependant on transport intervention delivered through this LTP, specifically to:

- ensure that development locations (the town centre, district and neighbourhood centres) are accessible, especially by public transport, to make them attractive and appropriate for higher density development, including flats in Slough Town Centre;
- ensure that existing community services and facilities are accessible, especially by public transport
- contribute towards regeneration and the vitality, variety and distinctiveness of different areas;
- reduce the need to travel and create a transport system that encourages sustainable modes of travel such as walking, cycling and public transport;
- contribute to protecting people and their property from flooding and the effects of pollution, for example from traffic; and
- to promote a safe and healthy community.

**Box 3A LDF Core Strategy Spatial Vision**

- the redevelopment of parts of the town centre to fulfil its role as a Hub and to maintain its position as an important regional shopping, employment and transport centre.
- concentrating intensive trip-generating development (such as major retail, leisure and offices) in urban areas that are well served by public transport (including existing business areas, District and Neighbourhood shopping centres)
- regenerating selected key areas to bring social, economic and environmental benefits which meet the diverse needs of Slough's residents
- maintaining a thriving local economy, and providing a range of jobs for Slough's local workforce
- improving the quality of existing suburban areas and open spaces, and protecting the Green Belt and Strategic Gap

**3.3 Slough's transport vision**

**3.3.1** We have prepared and agreed a long-term transport vision. The vision summarises how transport can most help transform Slough into the place described in our SCS, corporate vision and LDF.

**3.3.2** The vision is describes below in terms of how it related to the five themes of the SCS. The vision also has an over-riding theme of creating a Slough which we can all be proud of – one in which a positive social and economic image is borne out in reality. We have a vision for Slough which of Slough which is renowned for the quality of our transport network and public realm and being at the vanguard of sustainable travel behaviour and technology.

**3.3.3** There is no strict timeframe for the transport vision, but we recognise that it will take perhaps 15 to 20 years to achieve. This timescale is

therefore consistent with our long-term strategy presented in Chapter 5 which runs to 2026.

### Community cohesion

**3.3.4** This LTP will assist in ensuring that all communities have the chance to succeed and prosper. Our vision is for a transport network which provides the necessary access from communities to services and facilities which will enable this, by public transport, on foot or by bicycle. This is about better linkages within neighbourhoods, joining neighbourhoods together and about better connections to Slough town centre and other centres. We can also help people by removing barriers which prevent use of the transport networks by assisting the young and old with the cost of travel, better travel information and physical access to services.

**3.3.5** Better transport will also making our communities better places in which to live, work and play by encouraging regeneration and local vitality around transport hubs, and by reducing negative impacts of travel on communities, such as congestion, noise, road accidents and severance.

### Health and wellbeing

**3.3.6** Our vision is for transport to help create the conditions to promote a healthy community. To this end, we are investing heavily in recreation and leisure facilities and increasing opportunities for young people to take part in healthy activities, but we will only achieve our ambition if we provide good access to these facilities.

**3.3.7** Coronary heart disease and strokes are the biggest causes of death in Slough so we need to encourage everybody to lead a more healthy and active lifestyle. In part we can do this by making walking and cycling more attractive by providing safer facilities and a more attractive environment. We also need to make sure that our transport systems provide easy, fair, and affordable access to health services.

### Community safety

**3.3.8** Crime rates have been falling in Slough since 2004 but we recognise that community safety is still the number one priority for our residents<sup>3</sup>. Our vision is for a Slough in which pedestrians, cyclists, motorists

and those using public transport can go about their journey without experiencing crime or fearing it.

**3.3.9** As a Council, we are working with the police, communities and other agencies to tackle the root causes of crime. However the need for crime prevention remains and we will ensure that we design and operate the transport networks in a way which mean that our residents will be happy to walk, cycle and drive through the streets of Slough, and use public transport, without fear of crime or persecution.

**3.3.10** Road safety is also a major concern amongst our communities. The number of people killed or injured on Slough's roads has fallen in recent years; ideally we would like there to be no accident injuries on our roads but we realise that this is will be very difficult to achieve. Our vision is to take every step to minimise the number of injuries, especially amongst our most vulnerable road users.

### Environment

**3.3.11** There are a number of locations in Slough which suffer from the effects of excessive traffic, be it poor air quality, noise or severance. Our vision is for a Slough where there are fewer cars, and where their negative impacts on our communities no longer exist. We have less say over reducing emissions and noise from aircraft but will continue to support those who do.

**3.3.12** The Council is committed to ensuring that Slough makes a full contribution to tackling global climate change. At the time of writing, Slough is one of only two places in Great Britain to have joined the United Nations' Climate Neutral Network and has pledged to reduce CO2 emissions by 20% by 2028. To achieve this, we envisage a town where there is a reduced need to travel by locating new housing, jobs and services close to each other and, where we do need to travel, we can do so easily by sustainable modes such as walking, cycling and public transport.

**3.3.13** Although Slough is largely an urban area, as a Council we still need to do our best to protect and enhance the natural environment. As such any new transport schemes will need to carefully consider the impacts on the natural environment. Similar protection is required for our cultural heritage and green spaces.

### Economy and skills

**3.3.14** We are fortunate to have a buoyant local economy which in part is due to our advantageous location close to strategically important national and international transport corridors and gateways. Our economy has high levels of productivity and entrepreneurship, however rates of unemployment and those on benefits amongst local residents are higher than the national average and whilst educational attainment and incomes are below average. Our vision is for an economy which continues to flourish, but one in which our residents are more readily able to participate.

**3.3.15** Transport has a key role to play in supporting our local economy by maximising the efficiency and competitiveness of the businesses in Slough. We therefore want to see transport networks which offer reliability over the time journeys will take and provide convenient connections to labour markets and customers. To attract further, and sustainable, inward investment, development sites must be well connected to public transport.

**3.3.16** Increasing the employment prospects of our residents will be beneficial to our local economy as incomes will rise, reduce poverty (thereby enhancing health) and reduce the need to travel, (thereby reducing congestion and CO2 emissions). The Slough of the future will be one in which lack of access to a private car does not form a barrier to employment. Further, by raising the number of young people in education and training we can secure a greater share of the high-skilled jobs in Slough for our own residents – providing affordable, convenient access to schools and colleges is critical to achieving this. In doing so, we will see higher

### Vision summary – the transport outcomes

**3.3.17** The vision is helpful in understanding how transport can contribute towards a better Slough by making conditions on our transport networks work for us, not against us, and by making sure that the negative impacts of transport and travel are minimised. We have drawn out these desirable 'transport outcomes' from our vision which describe how we want our transport networks to be in the future.

- less unnecessary movement of people and goods;

- stop/start traffic conditions are minimised  
are journey times are more reliable  
for all modes, including freight;
- travel by sustainable modes is more attractive than travel by private car;
- an integrated, high quality, public transport network is operating;
- there is better public transport connectivity to jobs and services within Slough and beyond, especially to/from deprived areas;
- public transport services are more accessible to disadvantaged people;
- safer roads, walking and cycling and public transport ;
- there are reduced impacts of travel on our communities; and
- there are reduced impacts of travel on our natural environment and heritage.

## 3.4 Slough's transport objectives

### Introduction

**3.4.1** Slough's transport objectives set out what we want the transport systems to do to support the Council achieve our broader goals. The transport objectives set out our priorities for how investment in transport in the future. The objectives will also allow us in the future to evaluate how well we have done by seeing which objectives we have achieved, and which we have yet to achieve.

**3.4.2** The objectives build on the transport vision and outcomes to give more detail of what we want to achieve, in other words the types of change we want to bring about and that we have control over. The objectives intentionally do not describe how these changes will be brought about; the separation of objectives and measures is intended to forge a long-term commitment to the former and ensure that the measures are reviewed and revised as necessary over time as circumstances change.

**3.4.3** Deciding on Slough's transport objectives has been strongly influenced by our desire to reflect the DfT's five goals for transport (see Chapter 2) and the objectives of other delivery partners in the Thames Valley. However, our priority is on delivering better outcomes for Slough's residents, workers and visitors and overcoming the challenges faced by our communities (see Chapter 6).

**3.4.4** In other words, improving transport is a means to an end, that of delivering our broader goals, rather than an end in itself. Therefore, our transport objectives are determined by the ways in which we can make transport better so as to assist improvements in public services, business efficiency and quality of life for all.

**3.4.5** The objectives described below have emerged following discussions across Council departments and by a special officer workshop. The objectives have also been shaped by what the public, stakeholders and businesses have told us about their priorities through consultation exercises, including those undertaken specifically to inform this LTP.

**3.4.6** In total we have identified 12 transport objectives for Slough. They are listed below under the SCS theme to which they most relate, although some of the objectives are related to more than one theme. For example, the enhancement of regional public transport links will certainly contribute towards 'delivering accessibility' but will also contribute towards tackling congestion as a smaller proportion of regional journeys, say to Heathrow airport, would be made by private car.

### Community cohesion

**3.4.7** The transport objectives relating to the community cohesion theme are:

- to make sustainable transport options accessible to all; and
- to enhance social inclusion and regeneration of deprived areas.

### Health and wellbeing

**3.4.8** The transport objectives relating to the health and wellbeing theme are:

- to protect and improve personal health;
- to minimise the noise generated by the transport network, and its impacts;
- to achieve better links between neighbourhoods and access to the natural environment; and
- to improve the journey experience of transport users across Slough's transport networks.

### Community safety

**3.4.9** The transport objectives relating to the community safety theme are:

- to reduce the number of traffic accidents involving death or injury; and
- to minimise the opportunity for crime, anti-social behaviour and terrorism and maximise personal safety on the transport network.

### Environment

**3.4.10** The transport objectives relating to the environment theme are:

**3.4.11** to reduce transport's CO2 emissions and make the transport network resilient to the effects of climate change; and

**3.4.12** to mitigate the effects of travel and the transport system on the natural environment, heritage and landscape.

### Economy and skills

**3.4.13** The transport objectives relating to the economy and skills theme are:

- to ensure that the transport system helps Slough sustain its economic competitiveness and retain its position as an economic hub of the South East; and
- to facilitate the development of new housing in accordance with the LDF.



SCS THEMES AND TRANSPORT OBJECTIVES		TRANSPORT OUTCOMES							
		Less unnecessary movement of people and goods	Travel by sustainable modes is more attractive than travel by private car	Stop/start traffic conditions minimised % journey times more reliable for all modes, including freight	Better public transport connectivity to jobs & services within Slough and beyond, especially from deprived areas	Public transport more accessible to disadvantaged people	An integrated, high quality, public transport network	Safer roads, walking, cycling and public transport	Reduced impacts of travel on our communities.
Environment	Reduce transport's CO <sub>2</sub> emissions & make the transport network resilient to the effects of climate change	✓	✓	✓	✓	✓	✓		
	Mitigate effects of the transport system on the natural environment, heritage and landscape								✓
Community safety	Reduce traffic accidents involving death or injury	✓						✓	
	Minimise the opportunity for crime, anti-social behaviour & terrorism & maximise personal safety							✓	
Health & wellbeing	Protect and improve personal health	✓	✓	✓				✓	
	Minimise the effect of high levels of noise								✓
	Achieve better links between neighbourhoods and to the natural environment.		✓		✓	✓		✓	
Economy & skills	Improve the journey experience of transport users					✓	✓		
	Ensure that transport helps Slough maintain its Economic competitiveness	✓		✓	✓		✓	✓	
Community cohesion	Facilitate the development of new housing in accordance with the LDF	✓	✓	✓	✓				✓
	Make sustainable travel options accessible to all					✓		✓	
	Enhance social inclusion & regenerate deprived areas				✓	✓			✓

Figure 3.2 Relationship between transport objectives and transport outcomes

### Dealing with conflicting priorities

**3.4.14** There may be times when an initiative designed to deliver one objective may actually work against the delivery of another. The most relevant example is perhaps the trade-off between economic growth and improvement in environmental conditions. However, this is not to say, for example, that economic growth is not achievable; rather that we will ensure that economic growth is achieved in a sustainable way which supports, rather than undermines other environmental objectives. Indeed, by making Slough a more attractive place to live and work, achieving environmental objectives will, in the long-term, contribute to economic growth.

### Links between transport outcomes and transport objectives

**3.4.15** Whilst the transport outcomes set out how better transport will achieve our broader goals, the transport objectives describe what we want these outcomes to achieve. Clearly the two are linked, not least as both the objectives and outcomes reflect the transport vision.

**3.4.16** The relationships between transport objectives and outcomes are shown in Figure 3.2. Where a travel outcome supports achievement of a particular objective, it is shown with a tick. The table shows that achievement of each objective will be achieved through delivery of a number of travel outcomes; and that each travel outcome can support achievement of more than one objective.

### Chapter references

- 1 The Audit Commission National Indicator Set, effective from 1st April 2008.
- 2 DCLG Press Notice (13th October 2010) Local Government Accountability.
- 3 From a list of options, respondents to the 2008 Annual Attitude Survey were most likely to say that, a low level of crime (64%) is most important in making somewhere a good place to live.



# 4

## The Challenges



## Ch. 4 - The challenges

### 4.1 Introduction

**4.1.1** This chapter describes the most significant challenges facing Slough today and how transport can contribute to overcoming them. The challenges are described under each of the five themes of our Sustainable Community Strategy (SCS) and the LTP objectives (as described in Chapter 3).

**4.1.2** Slough is estimated to have a population of about 128,500, an increase of 6% compared to the last census on 2001<sup>1</sup>. However, like many local authorities throughout the country we think that this is an underestimate of the actual population and that the Council is catering for the needs of a far larger, and more diverse, population than the official figures suggest. Indeed local evidence points to a population of between 135,000 and 150,000. With a population density of 3,946 persons per square kilometre, Slough remains one of the most densely populated areas in the UK.

**4.1.3** The age profile of Slough is relatively youthful with an average age of 34, and 44% of the population aged under 29 compared to the average for England of 38%<sup>2</sup>. Approximately one in eight people are of pensionable age, a much lower share than at regional or national level.

**4.1.4** Slough is multicultural – half of the residents are from a black or minority-ethnic background (BME)<sup>3</sup>. According to the 2001 Census, the Pakistani and Indian communities account for 26% of residents. However since the Census, Slough has experienced phenomenal growth in the number of Eastern European and Black African residents. Whilst official data on the actual size of these groups is unavailable, the Slough Schools Census shows that in 2010 children from Eastern European and Black African backgrounds accounted for 10% and 7% respectively of schoolchildren.

**4.1.5** With such diversity it is not surprising that over 140 different languages are spoken. The town also has the highest proportion of Sikh residents in the UK, the highest percentages of Muslim and Hindu residents in the South East. There are also high

### Chapter summary

There are a number of generic problem areas that this LTP3 confronts and we need to respond to them:

- residents rely heavily on cars for their daily travel and this adds to traffic congestion and emissions of carbon and reduces the viability of bus services and contributes to poor health through lack of exercise;
- many people living in Slough have to travel out for jobs and access by public transport is poor compared to the private car;
- there are growing traffic congestion problems and there is potential for this ultimately to damage the local economy;
- while people have noticed the big improvements to the local bus system there is still a poor perception of the local bus offer and people find the fares too high;
- people are concerned about personal safety and security and the erosion of quality of life in their neighbourhoods;
- road safety is a special concern for pedestrians, cyclist and motor cyclists, not helped by the behaviour of some car drivers;
- air quality in parts of the town is poor and could get worse; and
- important places in Slough, like our schools and colleges, the university, the industrial estates and major employment sites and the hospital find it harder and harder to cope with car access and traffic difficulties.

levels of new arrivals and asylum seekers, many of whom are vulnerable and in need of key services. One third of the population was born outside of the UK and one fifth from outside the European Union.

## 4.2 SCS Theme 1: Community cohesion

### Make sustainable transport options accessible to all

**4.2.1** Some 14% of Slough's residents have a limiting long term disability which can limit their ability to access to transport services, and hence to healthcare, education and other facilities<sup>4</sup>.

**4.2.2** People with restricted mobility face barriers to them making even short local trips such as flights of steps, crossing roads, poorly maintained surfaces, parked cars, obstacles on the pavement and lack of signs.

**4.2.3** Most bus services in Slough use low floor vehicles but access remains a problem for some people at bus stops due to their layout or because the bus cannot reach the kerb due to parked cars or other obstructions. Restricted wheelchair space on buses and the lack of awareness of some bus drivers can also give rise to difficulties. Access arrangements and facilities for disabled people at Slough's three rail stations are below modern standards.

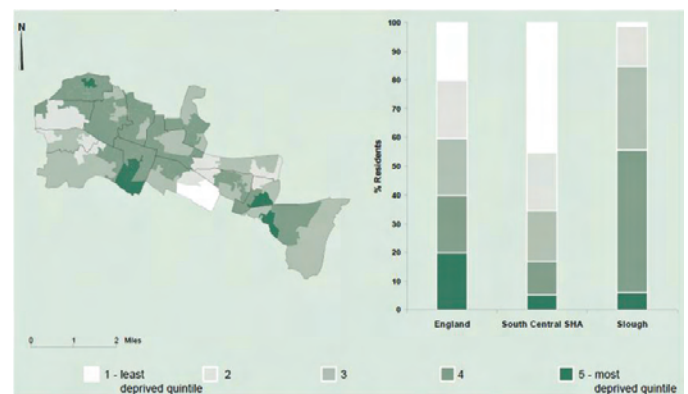
**4.2.4** Accessible taxis are available but fare levels are high compared to community transport. Slough Community Transport is likely to see a growth in demand for its services as the number of older residents increases. Some people with a Blue Badge can experience problems with disabled parking provision.

**4.2.5** An overarching challenge is providing people with suitable travel information, especially for those whose first language is not English and for those with a mobility or sensory impairment.

**4.2.6** Whilst making Slough's transport system truly accessible is not going to be easy there are many opportunities we can grasp. We have identified these in updating our Accessibility Strategy and we take these forward in Chapter 5.

### Enhance social inclusion and regenerate deprived areas

**4.2.7** In 2007 Slough was ranked as the 115th most deprived locality in England<sup>5</sup>. However, there are complex patterns of inequality across the borough ranging from areas in the most 10% deprived communities in England to relatively affluent areas. However, as demonstrated in Figure 4.1, it is the lower deprivation scores that predominate, accounting for over half of Slough's communities. This stands Slough in stark contrast to the relative wealth of much of the Thames Valley and South East as a whole.



**Figure 4.1 Index of Multiple Deprivation 2007**

**4.2.8** Other indicators of deprivation are as follows:

- 6.5% of households in Slough have no access to central heating compared to a Berkshire average of 4.5%; and
- 23.2% of Slough residents have no access to a car or van compared to the Berkshire average of 16.4%.

**4.2.9** Parts of Slough therefore suffer from extreme deprivation, poor educational attainment and low average incomes. Crime and fear of crime is also a major concern, especially in the more deprived wards.

**4.2.10** This creates a number of challenges for our transport system. Firstly, there is a clear imbalance between the skills of some of our workforce and the jobs available in Slough, meaning that many residents commute out of the borough to work, whilst many workers commute in from elsewhere. The vast majority of these journeys are made by car. This effect leads to unnecessary levels of travel,

and therefore unnecessary impacts of car travel on our economy, communities and environment.

**4.2.11** Secondly, low incomes mean that almost a quarter of households in Slough have no access to a car and are therefore reliant on walking, cycling and public transport<sup>6</sup>. At present, not all communities are well served by bus services, despite the Council subsidising services to 'fill the gaps'. These gaps in service, combined with perceived high fares, leave some people with limited or inflexible travel choices. For many who do have access to a car, and for residents who aspire to car ownership, public transport is often not seen as a viable or attractive alternative.

**4.2.12** Our accessibility analysis shows that access to shops, GPs surgeries, schools, community and leisure facilities and open spaces by public transport is relatively good for many people but not for all<sup>7</sup>. However, it showed that access to employment and healthcare is not as good and that affordability remains a significant issue, especially the cost of bus fares.

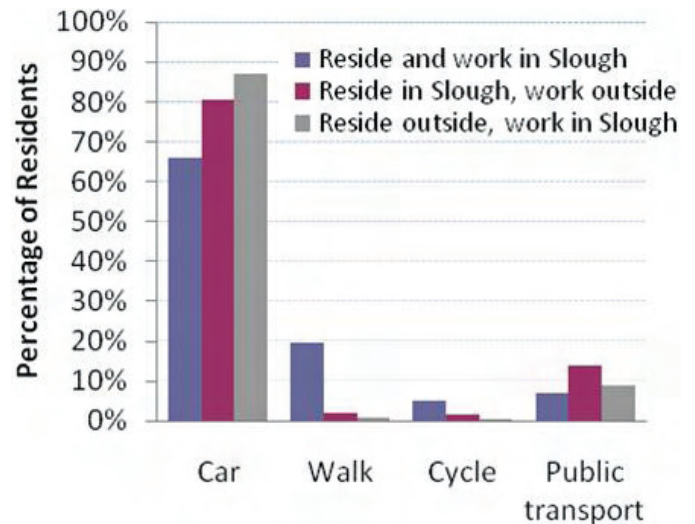
**4.2.13** We expect journey patterns to become more complex over time with the introduction of apprenticeships and further training facilities, as well as parental choice for location of schools, and greater choice over where to receive healthcare. At the same time, financial pressures will influence the ability of bus operators to maintain the stability, standard and coverage of bus services to outlying parts of town whilst budgetary constraints are likely to limit the Council's ability to support bus services that are non-commercial but socially desirable.

**Access to employment**

**4.2.14** The private car is the most common mode of travel to work. This is true for those living in Slough and working elsewhere, those working elsewhere and living in Slough, and those both living and working in Slough. Having said this, Figure 4.2 shows that the car is least dominant amongst those who both live and work in Slough and hence are likely to have shorter commuting distances. Indeed, for this group, walking is the second most popular mode of travel to work at 20%.

**4.2.15** There is relatively little difference between the mode choices of those commuting into and

those commuting out of Slough. In both cases, public transport is the most common mode of travel after the car, accounting for 14% of outward commuting and 9% of inward commuting.

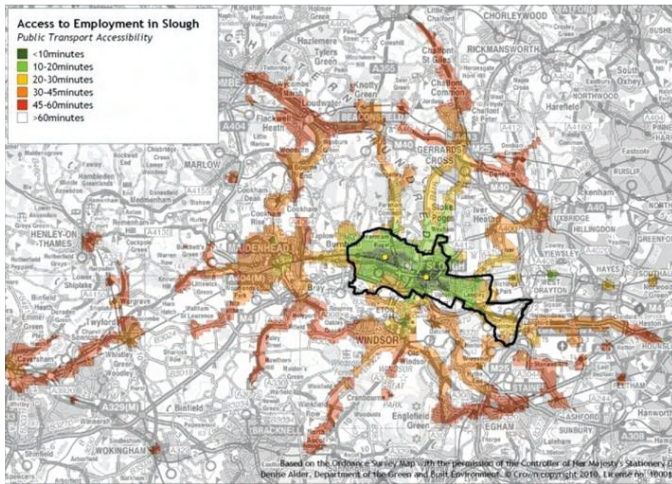


**Figure 4.2 Journey to Work Mode of Transport: Slough resident and workplace population**

Source: 2001 England & Wales Census

**4.2.16** At present, only 46% of Slough's jobs are filled by Slough residents, although this has increased from 41% in 1991. Residents of the rest of Berkshire (14%), London (13%), and Buckinghamshire (11%) account for the largest proportion of the town's other employees<sup>8</sup>.

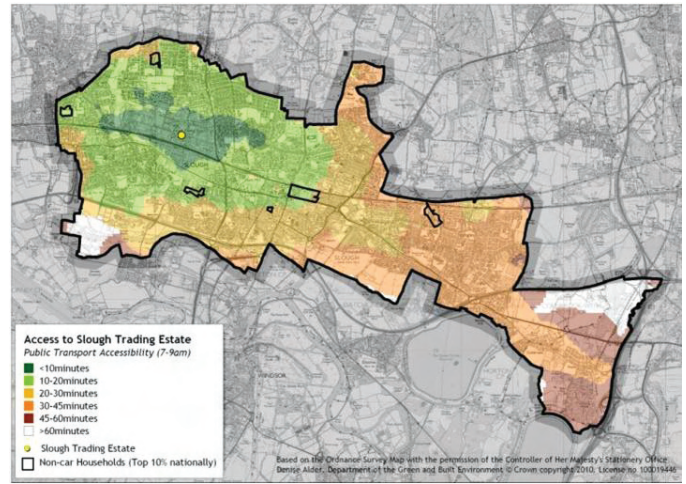
**4.2.17** Residents from areas such as Beaconsfield, Gerrards Cross, Uxbridge, Windsor, Maidenhead, Reading, Wokingham and Hounslow are all within an hour's public transport journey of Slough Trading Estate or the town centre. The availability of accessible public transport is vital to encourage use of alternative methods of transport to the private car. Figure 4.3 shows public transport journey times to Slough's employment areas from outside the Borough.



**Figure 4.3 – Public Transport Access to Key Employment Destinations within Slough: All Areas**

**4.2.18** Just over half of Slough’s employed residents work in the town, a further 12% work in Hillingdon and Hounslow (around 7,000 residents work at Heathrow Airport) and a further 11% work elsewhere in London. Through raising the educational attainment standards, we hope to make it easier for local residents to take advantage of local job opportunities, thereby reducing commuting distances and encouraging a greater share of journeys made on foot, by bicycle or by public transport.

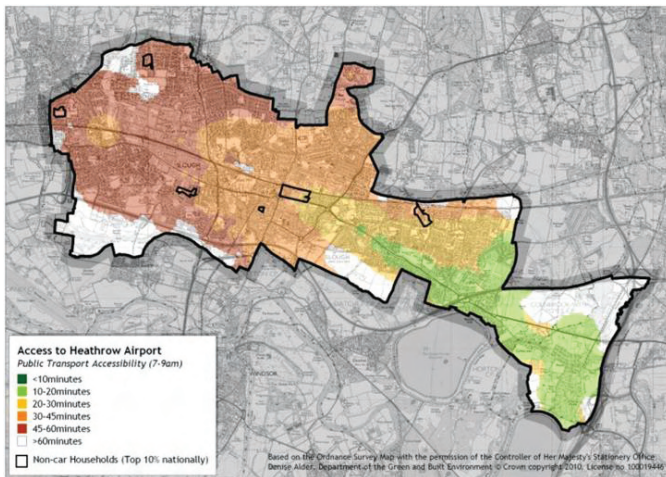
**4.2.19** Improving non-car access to the Slough Trading Estate has been a key issue in recent years and we have had some success such as the Hoppa bus service. Our analysis shows that about 70% of Slough residents live within a 30 minute bus ride of the estate (see Figure 4.4). This is a relatively good level of accessibility for Slough residents but there is still scope for enhancement, especially for those living in Langley, Colnbrook and Poyle and for shift workers. Implementation of the estate masterplan gives the opportunity to widen travel choices not only for residents but those who travel in from surrounding areas. Improvements to the accessibility of Burnham station would also benefit estate workers wanting to travel by rail.



**Figure 4.4 Public transport access to Slough Trading Estate for Slough’s residents**

**4.2.20** The opening of Terminal 5 in 2008 brought Heathrow Airport to Slough’s doorstep. An estimated 7,000 Slough residents work at the airport<sup>9</sup> and improving public transport access to employment at Heathrow has been a key feature of Slough’s SCS. With Heathrow, the bus operators and other partners in the Heathrow Area Transport Forum we have made great strides in enhancing the ‘Series 7’ services with impressive patronage growth<sup>10</sup>.

**4.2.21** About 60% of our residents live within a 45- minute peak period bus journey of Heathrow (see Figure 4.5). This is a reasonable level of access but leaves the remaining 40% of residents in Britwell, Cippenham and Manor Park with a longer journey. Many employees at Heathrow work shift patterns but off-peak bus services, such as those in the early morning, are much less frequent and in some cases mean changing buses in the town centre with consequent worries about personal security. Government funding for a trial 24-hour service to the airport was unfortunately withdrawn as a result of budget cuts<sup>11</sup>.

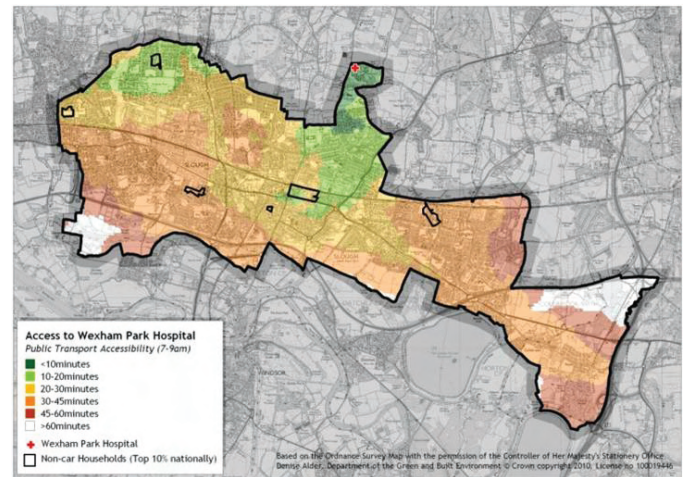


**Figure 4.5 Public transport access to Heathrow Airport for Slough's residents**

**Access to healthcare**

**4.2.22** Concern over access to Wexham Park Hospital has led us to make improvements in recent years. Nevertheless our analysis shows that nearly half of Slough's residents still live more than 30 minutes from the hospital by public transport although almost all residents (barring some in Colnbrook) do live within 45 minutes (see Figure 4.6). Public transport access travel for patients and staff living outside Slough may involve significantly longer journeys, possibly with an interchange in the town centre.

**4.2.23** Many residents receive healthcare at Heatherwood Hospital in Ascot. Public transport access to Heatherwood is much worse than to Wexham Park from Slough with nearly three-quarters of Slough residents being more than an hour's journey away. This is a particular challenge for the high proportion of patients from Slough classified as having a long term illness which limits their mobility.



**Figure 4.6 Public transport access to Wexham Park Hospital for Slough's residents**

**4.2.24** Changes to the pattern of health services in East Berkshire, put forward in 2008, focus on Wexham Park Hospital retaining its role as the primary acute care facility to serve an extensive catchment area. The health service changes provide the opportunity to review public transport access to the hospital for patients, visitors and staff.

**Access to further education and training**

**4.2.25** Over a quarter of Slough's residents are aged under 18 with significant numbers in full time education, apprenticeships or on Job Seekers Allowance looking to learn new skills. Within the town there are nine Further Education (FE) establishments, including Thames Valley University, East Berkshire College, Langley College, and Slough Community College. Virtually all households in Slough are within a 30-minute public transport journey of one or more of these FE sites. However it is recognized that not all sites offer the same courses and that many students will need to travel to a FE centre which is not the one closest to them.

**4.2.26** Affordability of bus services is key for these young people, especially those from low income families. To assist students financially, the Council offers half-fare passes to students aged 16-19 that live in Slough on either First bus services or First Great Western train services. However the passes cannot be used on both bus and rail and this may limit choice for some students.



### 4.3 SCS Theme 2: Health and wellbeing

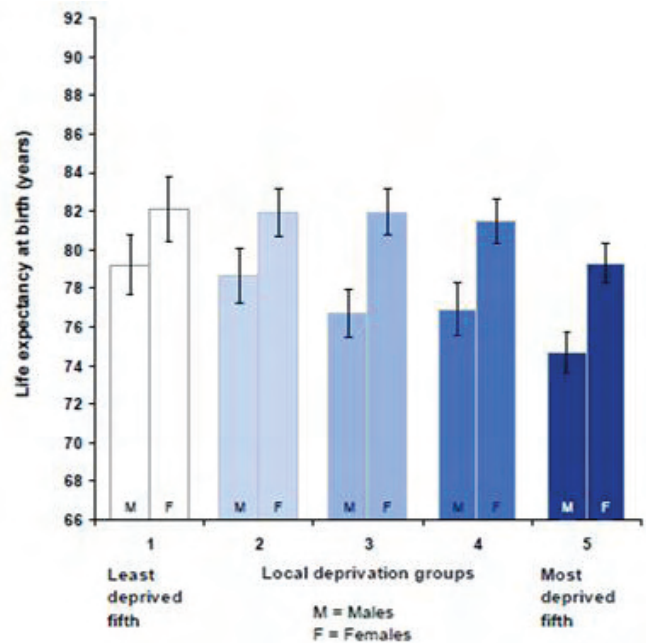
#### Protect and improve personal health

**4.3.1** The factors affecting the health of Slough's population are complex and varied. At one level are the structural issues which affect all communities such as the quality of housing, the close proximity to industry, and the impacts of close proximity to several major roads and Heathrow Airport. Together, these factors have a negative impact on the health of local residents from all backgrounds.

**4.3.2** At a second level are the demographics of the population itself. Across all communities the key challenges facing the town are circulatory diseases (coronary heart disease and strokes) which are the largest cause of loss of life, closely followed by cancers. However, certain health issues affect some communities more than others. For example, diabetes remains a major challenge within the South Asian community whilst individuals from a Black African background make up a disproportionate number of new HIV diagnoses. It is also known that within the settled Traveller population in Poyle and Foxborough there are significant health needs including acutely high levels of smoking and ongoing obstacles regarding immunisation<sup>12</sup>. Finally in BME communities there is an increased risk of psychosis among migrant populations with an incidence two to eight times higher than for the host population – a problem that can stretch over subsequent generations<sup>13</sup>.

**4.3.3** Deprivation levels continue to have a bearing on health outcomes. Firstly life expectancy is significantly lower in lower-income groups (see Figure 4.7). As can be seen there is a wide differential between life expectancy between the least and most deprived groups amongst both men and women.

**4.3.4** Further, evidence suggests that the most deprived groups in Slough are also consistently over-represented in emergency admissions to hospitals especially for cardiac, respiratory and endocrine diseases<sup>15</sup>.



**Figure 4.7 Life expectancy in Slough<sup>14</sup>**

**4.3.5** It is widely accepted that levels of deprivation have a direct link to poor diet and increased levels of obesity. This is reflected in Slough with obesity levels amongst Year 6 pupils in the more deprived wards of Britwell and Baylis & Stoke being higher than in other parts of the town. At 27%, the proportion of adults in Slough classified as obese remains relatively high and the percentage of obese children is registered at 13%, compared to the English average of just 10%. Physical activity remains a major problem with only 38% of children and 7% of adults meeting recommended levels, again low compared to the English averages of 50% and 11% respectively.

**4.3.6** Whilst the current challenges are significant, it is important to give proper attention to future trends and the potential problems this will bring. Amongst these is a population which is growing rapidly and which has an increasing number of elderly people (set to increase by 13% by 2020 with sharp increases in the number of people aged over 75). The ageing population, with a corresponding increase in people with long term conditions, will require reconfigurations of public services to meet such challenges.

**4.3.7** The number of people with learning difficulties is expected to increase as are those with physical disabilities - it is estimated by 2025, 50% of the national

population will have at least one long-term condition which equates to 57,000 people in Slough. A recent national review has shown that a far greater number of Slough residents have a sensory need compared with those currently registered on the hearing and visual impaired registers which has implications for accessibility to the transport networks<sup>16</sup>.

**4.3.8** Many residents rely on cars for even short trips instead of healthier travel options such as walking and cycling<sup>17</sup>. The health benefits of physical exercise are well known, and we can play our part by encouraging more journeys to be made on foot or by bicycle.

**4.3.9** The reasons for excessive car use are numerous and, in some cases, will be due to ill health, but there are many other barriers and our LTP strategy aims to overcome them.

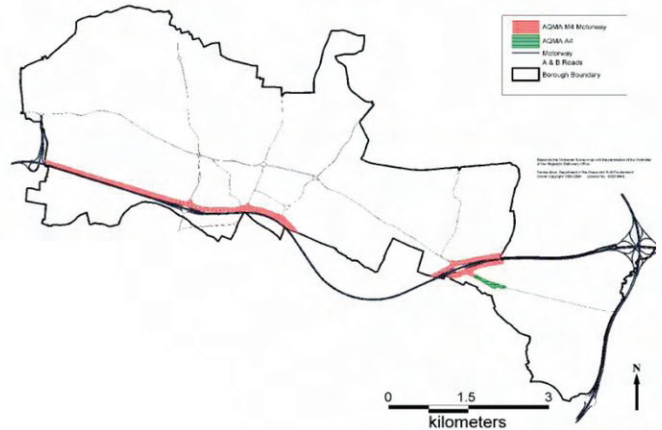
**4.3.10** The benefits of healthy and sustainable transport are not always recognised by employers and in new developments. We have also found that there are cultural factors affecting people's willingness to participate in active travel rather than drive. This reluctance is especially the case with residents having an Asian background and the causes will be investigated.

**4.3.11** Slough has historically fared poorly in environmental issues. A largely urban environment surrounded by key transport corridors and in close proximity to Heathrow Airport, the town suffers from poor air quality and traffic congestion. Many of our communities are adversely affected by the impacts of travel such as poor air quality (see Figure 4.8), noise (see Figure 4.9) and severance (see Chapter 2).

**4.3.12** The Brand's Hill area, the M4 corridor and parts of the town centre have poor air quality, mainly due to emissions from road traffic.

**4.3.13** Whilst the problems are well understood, overcoming them is often challenging, either because the cause of the problem lies outside our control (such as the effects of the M4 or Heathrow Airport) or because their underlying causes are very difficult to address (such as excessive car use). For example, the majority of emissions from road traffic are caused by cars on major roads and HGVs on motorways. HGVs contribute 33% of emissions

on major roads in Slough, and 69% on the M4<sup>18</sup>.



**Figure 4.8 Air Quality Management Areas**



**Figure 4.9 Noise action areas**

**Minimise the noise generated by the transport network, and its impacts**

**4.3.14** A third of our residents suffer from excessive road traffic noise<sup>19</sup>. Vehicle noise is not only influenced by the proximity of buildings and open spaces to traffic but also by the condition and alignment of the carriageway and by driving styles.

**4.3.15** Some areas fringing the M4 and A4 are identified by DEFRA as 'Noise Action Planning First Priority Locations' where traffic noise is a particular concern<sup>20</sup>. We are required to work with DEFRA and the Highways Agency to identify the actual extent of noise problems in these locations and what mitigation measures may be needed. We need to tackle both the physical factors affecting noise and, more importantly, the underlying causes of the current levels of road traffic.

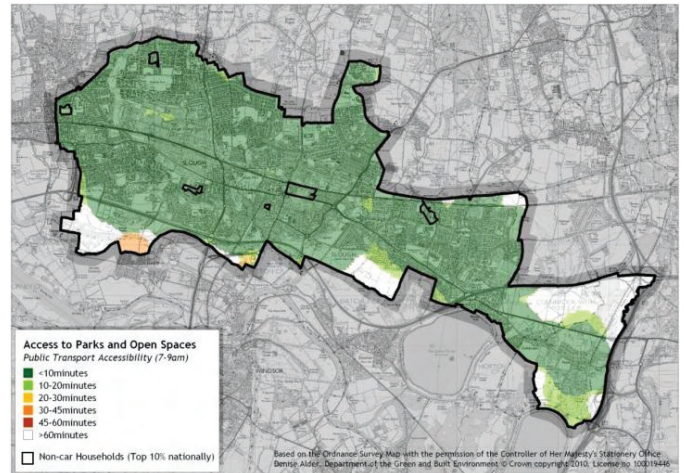
## Achieve better links between neighbourhoods and to the natural environment

**4.3.16** Recent investment in new and enhanced walking and cycling routes has not resulted in the increase in usage we are seeking. A survey to understand why this is the case<sup>21</sup> identified a number of factors including:

- concerns about personal safety on footpaths and cycle paths;
- road safety hazards; and
- the lack of convenient links to housing estates, schools, local centres and religious centres.

**4.3.17** Our Rights of Way Improvement Plan (RoWIP) was produced in 2007 and looks ahead to 2017<sup>22</sup>. Drawn up in consultation with the Local Access Forum, the RoWIP assesses the extent to which local rights of way meet current and future needs and puts forward a 'statement of action' for improvements.

**4.3.18** The RoWIP points out that the Jubilee River provides the only truly countryside destination within the Borough. However the town's 600 acres of parkland offer wide opportunities for leisure and there are links to the Colne Valley Park and to country parks in close proximity to Slough. Access to these open spaces is not always easy and residents are not always aware of the opportunities that exist. Access by bus to local countryside areas is not necessarily available at desired times and frequencies (see Figure 4.10): our surveys have found that an average 42% of people use cars to access green space<sup>23</sup>.



**Figure 4.10 Public transport accessibility to parks and open spaces by public transport**

## Improve the journey experience of transport users

**4.3.19** For bus passengers the journey experience in Slough is influenced by the coverage, frequency and reliability of bus services as well as the quality of stops and shelters and availability of information. Much has been done in recent years through our Bus Quality Partnership to improve these elements of the bus journey but inevitably more can be done.

**4.3.20** Facilities for interchanging between different bus services and between bus and rail do not currently meet modern standards – significant improvement is required if we are to create an integrated public transport system.

**4.3.21** An opportunity has arisen through the Heart of Slough project to develop a major public transport hub in the town centre. Much needed enhancements at Slough station will flow from the National Station Improvement Programme, Crossrail (see from §4.6.18), and improvements in connection with upgraded access to the 2012 Olympics venue at Eton Dorney funded by the DfT's Access for All programme<sup>24</sup>. Crossrail will also bring a greater choice of rail services and higher quality of rolling stock.

**4.3.22** There is also still a need to make improvements to facilities at both Burnham and Langley stations. For people working at the Slough Trading Estate the masterplan offers the opportunity to enhance stopping and waiting arrangements through

the creation of an estate transport hub (see Box 5F).

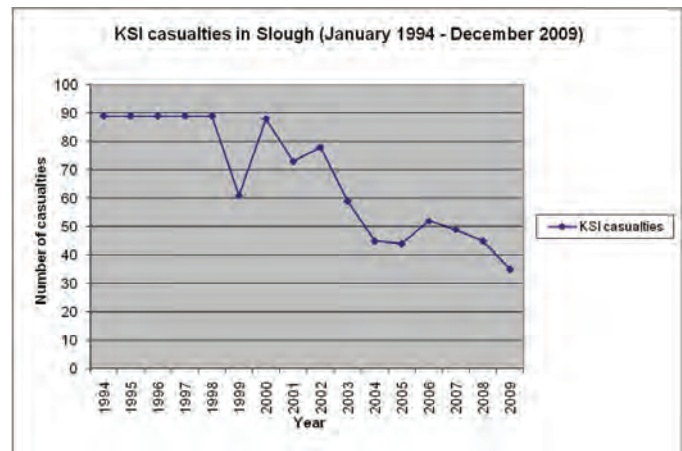
**4.3.23** The information provided about bus and rail services in Slough has generally improved in recent years. However, we have not yet fully embraced technology to share information in the most effective ways. Keeping paper-based information such as the Slough area bus map, up-to-date is becoming more challenging and there is scope for much greater use of Internet-based applications. Our commitment to developing a real time passenger information system will provide the platform for much enhanced transport information, as will our desire to develop further the links between bus and rail information.

**4.3.24** We are also conscious that new technology such as smartcards and mobile phones now offer quicker and more efficient ways of paying for travel by public transport. At present, ticketing options in Slough are limited and not all operators are covered by existing bus/ rail travel-cards. We see delivering an integrated ticketing system as critical in providing a 21<sup>st</sup> century transport system but recognise that it will require us to take the lead to bring operators together to achieve our ambition.

**4.4 SCS Theme 3: Community safety**

**Reduce traffic accidents involving death or injury**

**4.4.1** Increases in traffic in Slough have, in the past, had an adverse effect on road safety in Slough. More recently however, the total number of people, killed or seriously injured (KSIs) on Slough's roads has fallen from 89 (1994-1998 average) to just 35 in 2009<sup>25</sup> (see Figure 4.11). Over the same period, child KSIs fell from 12 to 8.



**Figure 4.11. People killed or seriously injured in road accidents in Slough 1994-2009**

**4.4.2** Whilst there has been a sharp drop in KSIs, the number of people slightly injured has declined at a much slower rate (536 in 2009 compared to the 1994-1998 average of 560) showing that we need to guard against complacency.

**4.4.3** Road accident data for the period 2005 to 2009 show that total casualties on the M4 accounted for 41% of all those killed or seriously injured in Slough and 16% of total accidents<sup>26</sup>. Although the M4 represents only a small percentage of the road length in Slough, it accounts for 55% of total traffic, meaning that the number of KSIs per kilometre travelled is actually lower on the M4 than elsewhere in Slough<sup>27</sup>. However, the absolute numbers are still high, and demonstrates that we need to continue to work with the Highways Agency to improve road safety on the motorway.

**4.4.4** Historically, Slough has the worst record for child casualties and the second-worst record for pedestrian accidents in the Thames Valley<sup>28</sup>. In 2009, 24 of the 35 KSIs were either children (8) or pedestrians (16). Although the numbers are small we still need to work towards reducing them further. We know too that footway parking is a problem and that there are conflicts between cyclists and pedestrians, especially the elderly and visually impaired, on shared cycle/footpaths<sup>29</sup>.

**4.4.5** Slough is also the worst ranking district in the Thames Valley for drivers exceeding the speed limit and disobeying traffic signals, for mobile phone usage by drivers, and accidents due to impairment by drugs<sup>30</sup>.

Slough was the third worst for alcohol related crashes. The research also suggests that people from an Asian background are particularly prone to accidents.

**4.4.6** It is imperative that the number of casualties on our roads is reduced and we continue to build an understanding of the factors contributing to the number and severity accidents.

**4.4.7** We also want to encourage more people to walk and cycle in order to reduce traffic levels and to improve public health. To do this, walking and cycling must be seen to be safe and so there is considerable onus on making it more so than at present.

### **Minimise the opportunity for crime, anti-social behaviour and terrorism and maximise personal safety on the transport network**

**4.4.8** The crime and safety profile of Slough continues to be an area of key concern for both the Local Strategic Partnership and the local community. Crime is seen by Slough's residents as being the single most important factor in making somewhere a good place to live<sup>31</sup>. Surveys also indicate that roughly one in three residents feel unsafe outside after dark, a figure that rises in Chalvey (42%), Cippenham Green (78%) and Colnbrook with Poyle (41%) a factor which will significantly deter use of public transport, walking and cycling.

**4.4.9** Slough's residents are more concerned about crime and antisocial behaviour than any of their neighbours in the Thames Valley<sup>32</sup>. Many of our residents also think crime is getting worse, again contrary to the views of those elsewhere in the Thames Valley.

**4.4.10** After burglary, some transport-related crimes are of particular concern. For example:

- 43% of residents worry about items being stolen from cars;
- 41% worry about their car being stolen;
- 33% worry about being physically attacked by strangers; and
- 26% worry about being insulted/pestered while in the street/public place.

**4.4.11** By contrast, most residents agree that people

from different backgrounds get on well together in their local area and this view of good community cohesion is improving. Few survey respondents cite examples of racial, ethnic or religious violence.

**4.4.12** However, some of the negative perceptions of community safety are borne out by reality and Slough continues to have one of the highest crime rates within the Thames Valley. Theft from vehicles, robbery and attempted burglary are amongst the most common crimes. Vehicle crime, burglary and violent crime are of particular concern, as is actual and perceived incidents of anti-social behaviour. Whilst the rates of some crimes are decreasing, such as vehicle theft and burglary, others are not (such as theft from vehicles). Slough continues to contend with a variety of anti-social behaviour offences ranging from environmental damage, misuse of public space including the taking of drugs and consumption of alcohol and street prostitution.

**4.4.13** We are aware that the public would like to see improvements to safety and security in Slough car parks both for themselves and their vehicles<sup>33</sup>. Theft also affects those using bicycles too - in 2009/10 291 cycles were stolen in Slough, a high rate of theft compared to the average in London.

**4.4.14** The reported crime on the bus and rail networks is low but the fear of crime, particularly in the walk to and from and at bus stops, may be a deterrent to increased use of public transport. Gating of alleyways can improve security in some locations but inevitably reduces the potential for, and ease of walking.

**4.4.15** Particular safety and security concerns are felt in Chalvey and Britwell, at the bus station and along Grand Union Canal walk<sup>34</sup>. Regeneration proposals offer some scope to address these challenges.

## **4.5 SCS Theme 4: Environment**

### **Reduce transport's CO<sub>2</sub> emissions and make the transport network resilient to the effects of climate change**

**4.5.1** In 2008 an estimated 223,000 tonnes of carbon dioxide (CO<sub>2</sub>) was emitted from roads transport in Slough, or about 26% of Slough's

total emissions as shown in Figure 4.12<sup>35</sup>. Of these emissions, more than half, or 15% of the total, relate to travel on the M4, as shown in Table 4.1<sup>36</sup>.

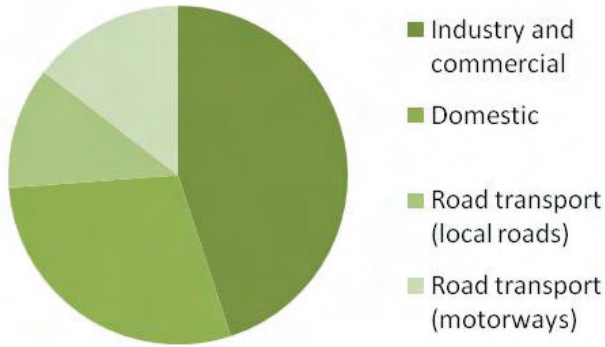


Figure 4.12 Slough CO<sub>2</sub> emissions estimate by source

Source: DECC

Table 4.1 Slough CO<sub>2</sub> transport emissions from traffic (thousands of tonnes)

Road Type	2005	2006	2007	2008
'A' roads	45	44	45	43
Minor roads	59	58	58	55
Other local roads	1	1	1	1
All local roads	105	103	104	99
Motorways	126	123	130	125
All roads <sup>37</sup>	231	225	234	223

Source: DECC

**4.5.2** Slough is a small authority and is estimated to produce only 0.2% of UK CO<sub>2</sub> emissions<sup>38</sup>. In fact, our emissions per head of population are nearly 20% lower than the national average. Whilst this is good news, it will make it more challenging than in many areas to reduce our greenhouse gas emissions further. However, we are committed to Slough making its full contribution to reducing CO<sub>2</sub> nationally (see Chapter 3).

**4.5.3** In part, new technology will help to reduce emissions. The national climate change strategy sees

advances in vehicle technology and the availability of alternative fuels making a major contribution to reducing CO<sub>2</sub>. There are opportunities for us at the Council, as well as the freight industry, bus operators and others to embrace new technology to tackle climate change, such as by ensuring that our vehicle fleet uses low emission engines.

**4.5.4** Travel in Slough is dominated by the car and the future level of transport emissions will be influenced by trends in car use. Figure 4.13 shows that traffic on the M4 accounts for roughly half of all vehicle kilometres travelled in Slough. Traffic levels on local roads have remained broadly level in the last 10 years at around 400 million vehicle kilometres per annum<sup>39</sup>. In fact, between 2000 and 2009, traffic levels rose by less than 1% on local roads and have remained constant on motorways and trunk roads. Cars account for over 80% of all vehicle kilometres travelled.

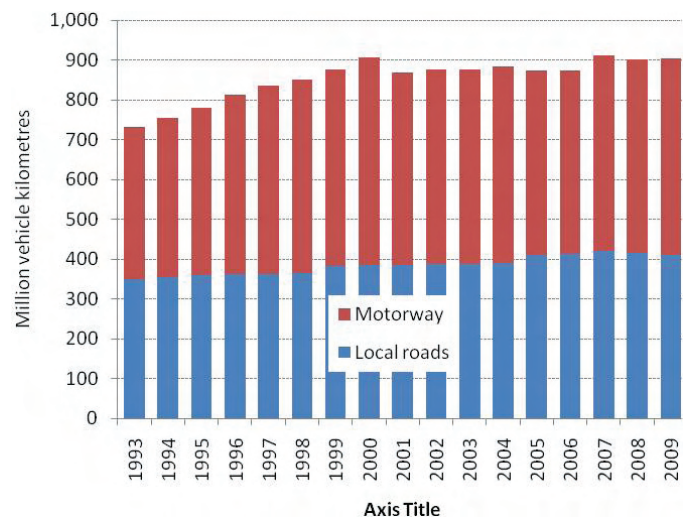


Figure 4.13 Estimated road traffic levels in Slough

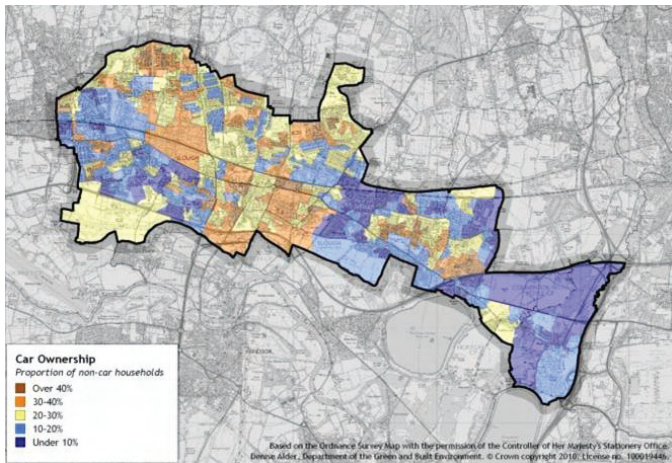
Source: DfT

**4.5.5** Our travel behaviour is heavily dependent on the car – in a recent survey 44% of respondents stating that the car was their usual mode of transport for most journeys<sup>40</sup> and many drivers are unaware of the carbon emissions they create. However, three-quarters of these car users did tell us that they would be willing to consider more environmentally friendly travel options which offers a real opportunity to significantly reduce transport-related CO<sub>2</sub> emissions.

**4.5.6** According to the 2001 Census, the most

recent data available, just over three-quarters (77%) of households in Slough had access to a car or van. This level of car ownership is slightly below the average for the South East, at 81%, but higher than the average for England as a whole.

**4.5.7** Figure 4.14 shows the considerable variation in car ownership across Slough. Whilst overall just under a quarter of households do not have access to a car, this ranges from under 10% of households in Cippenham, Colnbrook, and Langley, to over 40% in Upton, Chalvey and Burnham.



**Figure 4.14** % of households without access to a car

**4.5.8** If we are to encourage residents and commuters to rely less on cars the lower carbon alternatives such as walking, cycling and public transport need to be made much more attractive, especially for journeys to work. Slough's compactness here offers an advantage and there are many opportunities to work with business, schools and others to raise awareness of climate change and facilitate and promote walking, cycling, bus and rail travel.

**4.5.9** There are also opportunities to link promotion of walking and cycling with health improvement initiatives as well as seeking other ways of managing the overall demand for travel by car, such as through management of public car parking.

**4.5.10** Transport infrastructure faces a challenge from climate change in terms of the effects of more frequent storms, gales, flooding and heat waves on our ability to keep infrastructure open. We need to respond with plans for adaptation and mitigation to ensure that our

transport infrastructure remains resilient to these risks.

**Mitigate the effects of travel and the transport system on the natural environment, heritage and landscape**

**4.5.11** There is relatively little open space and countryside in Slough, emphasising the need to protect open and wildlife heritage areas and prevent encroachment on flood risk areas. Within the built-up area, traffic can impact on the local environment including the town's five conservation areas and cause severance of communities.

**4.5.12** In Slough we also face the challenge of on-street parking and proliferation of signs and street furniture having an adverse visual impact in both residential and business areas. Poor urban design can add to visual problems and this can be compounded if standards of highway maintenance are low.

**4.5.13** Slough's Local Development Framework (LDF) identifies Slough's most important features of our natural environment (see Figure 4.15). Both the LDF and this LTP3 have been the subject of Strategic Environmental Assessments which allow us to pinpoint where we need to take action to reduce the current or future adverse environmental impacts of transport on our most vulnerable locations.

**Figure 4.15** LDF Core Strategy Key Diagram



## 4.6 SCS Theme 5: Economy and skills

### Ensure that transport helps Slough sustain its economic competitiveness

**4.6.1** Slough has a strong local economy and it is vital for the future prosperity of the town that this remains the case. In the short-term, this will mean being resilient through the economic downturn and to continue to make the most of our strategic location.

**4.6.2** Slough's economic dynamism is built on the strong foundations of an excellent location, strong and efficient transport links and the presence of well established trading and industrial estates including (but not limited to) SEGRO's Slough Trading Estate. The presence of the Trading Estate both adds to the presence of Slough as a major economic hub whilst also providing a home to 20,000 of the town's 81,000 jobs as well as a home for over 400 business including international names such as O2, Sara Lee, Ferrari, Maserati and Research in Motion. Cumulatively these factors contribute in providing Slough with a solid economic base.

**4.6.3** The town is situated within 10 minutes drive of Heathrow Airport and has three junctions with the M4 motorway which gives easy access to both London and the West. It is within 10 minutes of the M25 and close to the M40 motorway. Slough also has fast rail services on the Great Western Main Line to London Paddington, Reading and beyond.

**4.6.4** Research has identified that Slough contributes close to £7.5 billion to the national economy and up to £700 million of manufacturing output, placing it as the third most productive town outside of London<sup>41</sup>.

**4.6.5** Further, despite the economic downturn, the ratio of total jobs to population aged 16-64, remains high at 0.95 compared to 0.82 in the South East as a whole. In this context, it is perhaps not surprising that the number of people economically inactive but seeking a job remains relatively low at 4.7% compared to 5.3% in the South East.

**4.6.6** Despite Slough being a relatively compact geographical area, it is clear that there are communities living in relative proximity but with contrasting

economic fortunes. For in terms of the percentage of the working age population who are economically active, there clearly remain challenges in wards such as Baylis & Stoke (70% active), Central (73%) and Chalvey (75%) whereas around 85% of the residents of Langley St. Mary's and Cippenham Green are economically active.

**4.6.7** With regard to skills, in 2001, only 28% of 16 to 74 year olds had no qualifications at all whilst 20% had a first degree or equivalent<sup>42</sup>. This compares badly with the South East as a whole which had a lower proportion of residents with no qualifications (at 24%) and a higher proportion with a first degree or equivalent (at 22%).

**4.6.8** However, by December 2009, the percentage of people with no qualifications had fallen to just 11% and notable gains have been made in the percentage of people qualified to NVQ level 2 (up to 59%) and NVQ level 4 (up to 28%). GCSE performance also continues to progress well. The percentage of children in Slough schools achieving five or more GCSEs at grades A\* to C (including Maths and English) in 2009 stood at 59%, markedly higher than the English average and placing Slough as the 16<sup>th</sup> best performing Local Education Authority nationally.

**4.6.9** However, whilst rapid improvements have been made in addressing the skills gap there is more work to do. Indeed, Slough still lags behind the South East against a range of indices, whilst particular wards still face acute challenges with Britwell and Baylis & Stoke for instance still having over 40% of residents with no qualifications. Raising the skills base, which currently poses significant challenges in terms of employment chances and quality of life for Slough residents, is a key goal of this LTP.

### Traffic congestion

**4.6.10** Whilst our location is a key advantage, being in the highly-developed South East of England also gives rise to a number of challenges. In particular, traffic congestion, especially delays in peak periods and the unreliability of journey times. Local businesses cite congestion as their major transport issue and it is a major issue for 42% of local residents<sup>43,44</sup>. Ensuring connectivity to Heathrow Airport, London and other centres of economic activity in the Thames Valley is also a significant issue.



**4.6.11** In common with other parts of the Thames Valley, Slough's traffic congestion is largely the result of a complex pattern of car-based commuting on both the M4 and the local road network. Some 40,000 people commute into Slough to work and 26,000 Slough residents commute to work elsewhere, often because they do not have the education or skills to take up higher paid jobs in Slough<sup>45</sup>.

**4.6.12** Congestion results from the high proportion of commuting journeys made by car - almost two thirds of residents get to work by car - including the 32,000 who have jobs in the town. More than three-quarters of staff at Slough Trading Estate and Wexham Park Hospital use cars and commuting by Council staff is also predominantly by car<sup>46</sup>. Car commuting from Slough to employment at Heathrow Airport is similarly high<sup>47</sup>. Contributing to morning peak traffic is the 'school run' which is more pronounced in the town than in similar areas<sup>48</sup>.

**4.6.13** Slough's location next to the motorway network adds to our challenges. Traffic leaving or joining the M4 regularly causes queuing and congestion on the local road network during peak periods. Occasionally, heavy congestion or an incident on the M4 can bring traffic in Slough to a virtual standstill as traffic diverts off the motorway. Factors affecting congestion on the M4 are the close proximity of Junctions 5, 6 and 7 and the effect of traffic at A4 Huntercombe Spur junction<sup>49</sup>.

**4.6.14** The highest traffic volumes and congestion levels occur on the principal road network, especially along the A4 as shown in Figure 4.16. Without intervention, these traffic levels could increase by at least 20% by 2026<sup>50</sup> and congestion on the A4 during peak periods is predicted to have reached 'stress levels' by 2021<sup>51</sup>. Traffic from new development in the town could add to congestion problems although LDF policies are directed at minimising this risk.

**4.6.15** Under the Traffic Management Act 2004 the Council has a duty to achieve efficient movement of traffic on our roads. Accidents, special events, illegal parking, road works and generally high traffic levels all cause delays on the local road network and make achieving this duty at all times a real challenge. In particular, we need to find a balance between the needs of all the different road users,

including those in buses, bicycles and on foot.



**Figure 4.16 Locations where average traffic speed falls below 10 mph in morning peak**

**4.6.16** In 2001, only 10% of the town's residents travelled to work by public transport and only 13% on foot or by cycle although the proportion walking or cycling is higher amongst those who both live and work in Slough<sup>52</sup>. Nevertheless, the share of people using modes other than the car is low given that Slough is fairly small, the availability of bus and rail services and the fact that about half the residents travel less than 5 kilometres to get to work<sup>53</sup>.

**4.6.17** Employers and employees are not always aware of alternatives to car use, and workplace travel plans have so far tended to be taken up by larger companies with limited involvement of the town's smaller businesses. Going forward there is the opportunity to put greater efforts into demonstrating how traffic congestion could be reduced through more people choosing to walk, cycle, use public transport, car share or work at home.

### Connectivity

**4.6.18** The M4 and Great Western Main Line both have a role providing for long-distance journeys. They also provide links between Slough and other centres of economic activity in Thames Valley, London and elsewhere. However, the quality of connections can be variable, particularly by public transport. For example, whilst there are both bus and rail services to Maidenhead, Reading and Windsor, there are no rail connections to High Wycombe, Bracknell, Uxbridge and,

crucially, Heathrow Airport (taxis have an important role in taking airline passengers to and from Heathrow<sup>54</sup>).

**4.6.19** The proposed Crossrail Line 1 is central to delivering improvements. The service (as shown in Figure 4.17), which could open by 2018, will allow trains from Maidenhead and Slough to run in a tunnel under central London and to the east of London, removing the need to interchange for many journeys. It will provide a high quality service to meet demand and enhance Slough's role as a Thames Valley transport hub.

**4.6.20** Network Rail's 2010 Great Western Route Utilisation Strategy (RUS) proposes a number of other enhancements to rail services to and from Slough in the period to 2019 including:

- new coaches to relieve overcrowding<sup>55</sup>;
- electrification of the Great Western Main Line to improve journey quality and reduce carbon emissions (new electric trains could operate between Paddington and Oxford via Slough from 2018);
- replacement of the existing forty-year old high speed trains with a new fleet of Intercity Express trains;
- European Rail Traffic Management System (ERTMS); and
- introduction of new trains and improved journey times on the Slough- Windsor branch line.

**Figure 4.17 Proposed Crossrail Line 1**

**4.6.21** Beyond 2019, Network Rail's consultation draft RUS for London and the South East<sup>56</sup> sees the need for further capacity to avoid overcrowding between the Thames Valley and Paddington. The National Stations Improvement Programme (NSIP) is a government-backed programme to deliver improvements to 150 medium sized stations in England and Wales.

**4.6.22** Improvements at Slough as part of the first tranche of NSIP will result in an enhanced ticket hall, new seating and customer waiting accommodation, toilets, customer information signage, fencing, cycle storage and redefined north side road access by 2011. In the longer-term, the Crossrail project also comprises a new station building and platform access.

**4.6.23** The Council believes that high quality rail access to Slough is vital to the economic prosperity of the town. We will continue to work closely with Network Rail, the train operators and other relevant parties to deliver these improvements as quickly and efficiently as possible. These improvements include a longer-term aspiration for a direct rail connection to Heathrow Airport (see chapter 5).

**4.6.24** We are an active member of the Heathrow Area Transport Forum and continue to seek to enhance transport links between Slough and the airport in recognition of its importance to the local economy. Providing better public transport connections remains a cornerstone of BAA's Airport Surface Access Strategy (ASAS) and it is estimated that some six million extra public transport passengers per year could be generated by growth at the airport within existing flight limits<sup>57</sup>. Few airline passengers travelling from Slough currently rely on buses, coaches or rail to get to the airport suggesting that there is considerable scope to increase the public transport share<sup>58</sup>.

**4.6.25** In the last few years we have made substantial improvements to the bus services from Slough to Heathrow. Working with First Berkshire Ltd and BAA Heathrow, the No. 75/76/77/78 service now operates a fleet of air conditioned vehicles between Reading, Slough and the airport up to four times per hour to the Central Terminal Area and Terminal 5 18 hours a day.



**Figure 4.17 Proposed Crossrail Line 1**

**4.6.26** But this is just the start. Our strategy for public transport access to the airport is set out in detail in Chapter 5. In summary our strategy is:

- in the short-term (by 2012/13) to further enhance the Series 7 bus services, including potentially some limited stop / express services;
- in the medium term to provide a bus-based transit route along the A4 corridor from the town centre and the Slough Trading Estate which would provide fast, reliable journey times; and
- in the longer-term to secure direct rail services from Slough station to Heathrow Airport (via the 'western rail access' project).

**4.6.27** Our own ambitions for better access to the airport must complement, and be compatible with, Crossrail and in the longer-term with the DfT's Heathrow Spur from the proposed second high speed rail line (HS2) between London and the West Midlands. The DfT envisages the route of the spur running close to the M25 with construction in the second phase of the HS2 development<sup>59</sup>. Further detailed work on the route has been commissioned by the DfT.

**4.6.28** In the absence of any north-south rail services public transport connections between Slough, High Wycombe and Bracknell focus on buses and coaches. Lengthy journey times and limited service frequencies mean that these routes do not currently provide attract alternatives to car use. Studies by the Berkshire Strategic Transport Forum have however identified the potential for these corridors to form part of a Strategic Bus and Coach Network for the Thames Valley<sup>60</sup>.

### Resilience and adaptability of transport networks

**4.6.29** Increasingly, there is concern over whether our transport networks are sufficiently resilient and adaptable in the face of adverse weather, accidents and other impacts and the effects that temporary closure of parts of the network due to these random events have on our economy.

**4.6.30** Our updated Network Management Plan sets out contingency plans for dealing with traffic in the face of incidences, road works and other problems arising on the road network. The condition of our roads and other highway assets is another factor influencing the resilience of the network.

**4.6.31** In 2008/09 9% of the 'A' road network and 8% of the 'B' and 'C' road network potentially requiring structural repair. The most recent data for unclassified roads (2007/08) showed that some 13% were not up to standard. Three road bridges over the Great Western Main Line need strengthening but these are due to be addressed as part of Crossrail and implementation of the Slough Trading Estate masterplan. The masterplan foresees the narrow Leigh Road bridge being replaced, thereby increasing accessibility to the trading estate and addressing a local bottleneck. As a result of investment in the LTP2 period the town's stock of street lights has been substantially upgraded. Other programmes have focused on drainage enhancements-another highway asset that needs ongoing maintenance to avoid deterioration and reduced resistance and adaptability to climate change.

### Public car parking

**4.6.32** The vitality and viability of retailing and other services in the town centre and Slough's local centres is supported by the provision of public car parking. Public satisfaction surveys give a mixed picture<sup>61</sup>. About a third of those surveyed were satisfied with parking in the town but a similar proportion were dissatisfied. Safety and security issues and the cost of parking were the biggest complaints. Setting the level of parking charges will remain a challenge, recognising how important they are in managing demand.

### Freight

**4.6.33** Businesses in the town centre, Slough Trading Estate and other industrial and commercial premises generate and attract freight deliveries. We have reviewed our approach to freight management to identify the challenges and opportunities faced by the freight and logistics industry. The main issues continue to be problems with traffic congestion, difficulties in unloading at individual premises and the shortage of parking and other facilities for Heavy Goods Vehicle

(HGV) drivers. The challenge for this LTP3 is to balance the needs of the freight industry against the need to mitigate adverse impact on local communities.

**4.6.34** Current proposals to develop a rail freight terminal north of the A4 Colnbrook Bypass (the 'Slough Freight Exchange') involve significant movement of freight in and out of the site by road. The impact on the A4 and the wider road network will be a crucial factor in assessing the transport impact of these major proposals.

### **Facilitate the development of new housing in accordance with the LDF**

**4.6.35** New commercial and housing development will generate new demands for travel and the challenge is to avoid extra car traffic adding to congestion on the local road network. Indeed, one of the main roles of the LDF Core Strategy is to ensure that jobs and homes are located in the most appropriate locations. For example the highest density development will be directed to areas with good accessibility to public transport, walking and cycling facilities.

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- <sup>2</sup> England & Wales Census 2001
- <sup>3</sup> ONS Ibid
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- <sup>5</sup> Based on the Overall Index of Multiple Deprivation
- <sup>6</sup> England & Wales Census 2001
- <sup>7</sup> Slough Borough Council 'Accession' Accessibility Model
- <sup>8</sup> England and Wales Census 2001
- <sup>9</sup> BAA Heathrow Staff Survey 2009
- <sup>10</sup> Bus operator data. 2.8 million passengers used Heathrow bus services in 2009/10 compared to less than 2 million in 2007/08.
- <sup>11</sup> The Slough / Staines - Heathrow Bus Corridor Enhancement bid for £607,000 of central government Kickstart funding was provisionally approved but the Kickstart programme was subsequently cancelled as part of the 2010/11 in-year cuts across government.
- <sup>12</sup> (HPA Report 2009)
- <sup>13</sup> Council LAA team
- <sup>14</sup> Council LAA team
- <sup>15</sup> Berkshire East Primary Care Trust
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- <sup>17</sup> England & Wales Census 2001
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- <sup>20</sup> See maps 118 and 134 at: <http://www.defra.gov.uk/environment/quality/noise/environment/actionplan/locations.htm>
- <sup>21</sup> 2010 Slough Cyclist Survey and LTP3 Supplementary Strategy Document Survey May 2010
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- <sup>26</sup> STATS 19 datasets (January 2005 – December 2009)
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- <sup>29</sup> Slough Borough Council (2010) LTP3 Supplementary LTP3 Documents Questionnaire Survey
- <sup>30</sup> Thames Valley Safer Roads Partnership (2008) Ibid
- <sup>31</sup> According to 66% of respondents to the Slough Attitude Survey 2010
- <sup>32</sup> 43% of residents worry about being a victim of crime
- <sup>33</sup> Slough Borough Council (2010) LTP3 Supplementary LTP3 Documents Questionnaire Survey
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- <sup>47</sup> BAA Heathrow Staff Survey 2009. 69% in staff relied on cars to get to work.
- <sup>48</sup> Atkins (2010) Ibid. 38% of children were driven to school in 200x compared to the average 28% for English Unitary Authorities.
- <sup>49</sup> Highways Agency (2005) M4 Route Management Strategy
- <sup>50</sup> based on TEMPRO forecasts used in LTP2 and DfT Regional Traffic Estimates
- <sup>51</sup> Atkins (2010) Ibid
- <sup>52</sup> England & Wales Census 2001
- <sup>53</sup> England & Wales Census 2001
- <sup>54</sup> Civil Aviation Authority (2009) Air Passenger Survey 2009.
- 39.7% of Heathrow passengers travelling from Slough reached the airport by taxi or minicab.
- <sup>55</sup> DfT (2008) Rolling Stock Plan
- <sup>56</sup> Network Rail (Dec 2010) London and South East Route Utilisation Study, Draft for Consultation
- <sup>57</sup> South East Partnership Board (2009) Assessment of Surface Access Requirements at Airports in the Greater South East
- <sup>58</sup> Civil Aviation Authority (2009) Air Passenger Survey 2009. 7% of those travelling from Slough used bus/ coach, 2.1% rail/ tube.
- <sup>59</sup> Statement by Secretary of State for Transport (20th Dec 2010) referring to HS2 Option for Connecting to the Heathrow Airport Area Final Report by Arup
- <sup>60</sup> Colin Buchanan & Partners for SEERA, Buckinghamshire County Council and Berkshire Strategic Transport Forum, (2009) Thames Valley Strategic Bus and Coach Network
- <sup>61</sup> 2010 Slough Cyclist Survey and LTP3 Supplementary Strategy Document Survey May 2010



# 5

## The Strategy



## Ch. 5 - The strategy

### 5.1 The first step towards our transport vision

**5.1.1** This chapter describes the transport strategy by which we will deliver our transport vision and objectives.

**5.1.2** The strategy sets out an action plan to deliver the objectives we have set ourselves (see Chapter 3). We will do this within the context of striving for economic growth and prosperity and supporting local communities in a way which does not damage our environment; critically this will require us to manage the demand for travel by private car, especially in the town centre. However, the strategy recognises that, even with a significant improvement, the

quality of sustainable travel modes, the car will remain the dominant mode for many journeys.

**5.1.3** For a small, largely urban area such as Slough, a balanced approach which aims to maximise the use of our existing transport networks and infrastructure is the only sensible option; at the extremes neither the provision of significant new road capacity nor the introduction of congestion charging are desirable in Slough. Similarly, doing nothing is not an option if we are to maintain and enhance the quality of life of those living and working in Slough and its place in the South East and national economy.

#### Chapter summary

The LTP3 strategy sets out our approach to ensuring that transport will deliver our vision and objectives. The strategy has been tested to ensure that it is the most environmentally friendly approach to achieving these aims.

The strategy is structured around 12 separate local transport components: accessibility measures; cycling measures; freight management measures; Intelligent Transport Systems; network management; parking policy and measures; public transport measures; road safety measures; smarter choices measures; walking measures; improvements to Rights of Way; and management of our transport assets. The strategy shows how each component contributes to achieving each transport objective and Sustainable Community Strategy theme. For each component a separate Supplementary Strategy Document provides more detail. LTP3 will contribute towards each theme by:

- Theme 1 (Community Cohesion): making access to sustainable transport easier; improving access to vital services; and helping to meet the travel needs of disadvantaged people.
- Theme 2 (Health & Wellbeing): reducing traffic pollution; encouraging walking and cycling; addressing transport-related noise from travel and improving public transport.
- Theme 3 (Community Safety): improving road safety; better design of public spaces to reduce crime and anti-social behaviour; more secure walking and cycling routes and parking.
- Theme 4 (Environment): reducing CO<sub>2</sub>, NO<sub>2</sub> and other emissions by encouraging more use of non-car modes and low carbon technology; making our networks more resilient to flooding and other effects of climate change; designing transport schemes to minimise environmental impacts.
- Theme 5 (Economy & Skills): tackling congestion and disruption to make journey times more reliable and reduce delays; improving access to education, training and employment within and beyond Slough; providing better connectivity for economically important journeys.



## 5.2 Preparing the strategy

### Strategic options and the SEA

**5.2.1** In drafting this LTP3 strategy we have looked at a range of options to see which might be best at delivering the outcomes we seek. We considered eight possible strategic approaches, each with a different focus:

- spreading investment as wide as possible ('Spread the jam thinly');
- protecting and improving quality of life for Slough's residents ('Introspective');
- fulfilling Slough's strategic role in Thames Valley and supporting growth ('Sub-regional player');
- making best use of past investment, focusing on maintenance ('Consolidate');
- raising the economic and social profile of Slough ('Proud to be Slough');
- prioritising access to labour and markets for businesses and to jobs for residents ('Economy');
- taking all feasible action to reduce transport's contribution to climate change ('Sustainable travel town'); and
- achieving goals through reducing transport demand, not increasing supply ('Change demand, not supply').

**5.2.2** In testing each option against the LTP objectives, it was clear that, individually, no one approach yielded all of the benefits we are seeking. We therefore selected those aspects which, together, would provide an integrated, sustainable transport strategy.

**5.2.3** This investigation of possible alternative approaches coincided with the Strategic Environmental Assessment (SEA) process required by European legislation (see Chapter 1). The SEA incorporates assessments of the impact of the LTP3 on inequality and health as well as local environmental conditions.

**5.2.4** For the purposes of the SEA we tested the preferred LTP3 strategy against three other strategic alternatives:

- a scenario with minimal levels of investment (the 'do minimum');
- an economically-focussed strategy; and
- the sustainable travel town approach.

**5.2.5** The conclusions of this testing are set out in the SEA Environmental Report and demonstrate that the LTP3 strategy performs best against the environmental objectives set.

## 5.3 Principal transport strategy components

**5.3.1** The principal strategy components are the 'toolbox' of the types of measures which we will implement to achieve our local transport vision and objectives. Much greater detail on the particular measures to be delivered within each component can be found in the LTP3 Implementation Plan.

**5.3.2** The strategy components are:

- accessibility measures **AC**;
- cycling measures **CY**;
- freight management measures **FM**;
- Intelligent Transport Systems **ITS**;
- network management **NM**;
- parking policy and measures **PK**;
- public transport measures **PT**;
- road safety measures **RS**;
- smarter choices measures **SC**;
- walking measures **WK**;
- improvements to Rights of Way **RoW**; and
- management of our transport assets **AM**.

**5.3.3** Figure 5.1 shows how each component contributes towards achievement of several of the transport objectives. The table also shows that a package of measures is required to deliver each of the objectives.

SCS Theme		STRATEGY COMPONENTS											
		● Major contribution	○ Lesser contribution										
Transport objective		AC	CY	FM	ITS	NM	PK	PT	RS	SC	WK	RoW	AM
Community cohesion	Make sustainable transport options accessible to all	●	○		○	●	○	●	●		●	●	○
	Enhance social inclusion and regenerate deprived areas	●	○			○		○	●		●	○	○
Health & wellbeing	Protect and improve personal health	○	●						○	●	●	○	
	Minimise the noise generated by the transport network, and its impacts			●		●		○					○
	Achieve better links between neighbourhoods and to the natural environment	●	●			○		○	●	●	●	●	
	Improve the journey experience of transport users	●			●	●	●	●	○	○		●	●
Community safety	Reduce traffic accidents involving death or injury	○	●			●			●	○	●	●	
	Minimise the opportunity for crime, anti-social behaviour and terrorism & maximise personal safety	●	○				○	○			○	○	
Environment	Reduce transport's CO <sub>2</sub> emissions & make transport network resilient to the effects of climate change		●	○	○			●		●	●	●	
	Mitigate the effects of travel and the transport system on the natural environment, heritage and landscape		○			●	●				○	○	○
Economy & skills	Ensure that transport helps Slough sustain its economic competitiveness	●	●	●	●	●	●	●		●	●	●	●
	Facilitate the development of new housing in accordance with the LDF	●	●			●	○	●	●	●	●	●	○

Figure 5.1 Transport objectives and strategy components

5.3.4 The strategy is described in the sections below. Each section relates to one of the transport objectives and discusses the types of measures the strategy proposes to support achievement of that objective. In turn, the objectives are grouped under the five themes of the Sustainable Community Strategy (as discussed in Chapter 3). In the text, each strategy component has been given a different icon to allow the reader to easily identify sections relating to it.

**Supplementary Strategy Documents**

5.3.5 Further details on the strategy components can be found in the following LTP3 Supplementary Strategy Documents (SSDs):

- accessibility strategy;
- cycling strategy;
- freight strategy;

- Intelligent Transport systems (ITS) strategy;
- Network Management Plan;
- parking strategy;
- public transport strategy;
- road safety strategy;
- smarter choices strategy;
- walking strategy;
- Rights of Way Improvement Plan; and
- Transport Asset Management Plan.

**5.3.6** Copies of the SSDs can be obtained from the Council's transport policy team or by emailing us at [transportdevelopment@Slough.gov.uk](mailto:transportdevelopment@Slough.gov.uk)

### 5.4 Public and Stakeholder Consultation

**5.4.1** The Adopted LTP3, Strategic Environmental Assessment and final versions of the Supplementary Strategy Documents (SSD) have been informed by public and stakeholder comments received during the statutory consultation period.

**5.4.2** Consultation ran from 10<sup>th</sup> November 2010 to 21<sup>st</sup> January 2011, and an online consultation webpage was set up for people to view the documents and to complete a questionnaire.

**5.4.3** The public were also consulted at exhibitions held in the Queensmere shopping centre, local libraries and Wexham Park Hospital.

**5.4.4** Stakeholders with a pertinent interest in transport (such as transport operators, Thames Valley police and local interest groups) were invited to supply written comments to the Council

### Consultation Response Summary

**5.4.5** The public's responses to the actions in the strategy was largely positive, with at least 70% support for all the actions being of high or medium priority

**5.4.6** The public's other comments in general related to identification of where the Council can improve transport rather than recommendations for changing the strategy. The LTP3 Implementation Plan (see

Chapter 7) considers and addresses these comments.

**5.4.7** The LTP3 Consultation Report is available on request.

**5.4.8** Stakeholder comments on the LTP3 Strategy and SSDs largely related to strengthening particular policy areas, focusing on the environment, heritage and partnership working. These areas have been strengthened in the Adopted LTP3 to take these into account.

## 5.5 Theme 1: Community cohesion

### Box 5A How LTP3 will contribute to community cohesion in Slough

#### Making access to transport easier:

- overcoming physical barriers;
- travelling by bus and community transport;
- easy to use information; and
- car parking for drivers with limited mobility.

#### Access to services:

- bus services and fares;
- access to jobs/ upskilling and education; and
- access to health care and community facilities.

#### Deprivation:

- helping to meet the travel needs of disadvantaged people.

## Introduction

**5.5.1** The LTP3 will help achieve the objectives of the Council's Community Cohesion Strategy (CCS) which was drawn up with a range of partners from the Local Strategic Partnership (LSP). The CCS promotes public understanding of cohesion issues and ensures that public service providers are making sure that their services support cohesion and a positive feeling of belonging. An outline of the LTP3 contribution is set out in Box 5A.

**LTP Objective: to make sustainable transport options accessible to all**

**AC Accessibility strategy**

**5.5.2** Accessibility has two meanings: the ease of access to the transport networks themselves; and the ease of transport access to services and activities. People with access to a car enjoy a high level of accessibility as the car is a flexible form of transport which allows them to access a very wide range of opportunities and facilities at times of their choosing.

**5.5.3** People without access to a car are reliant on walking, cycling and public transport to get to work, the shops and other services and facilities. We want to maximise the ability of everyone to access jobs, shopping, leisure or healthcare by accessible public transport to avoid individuals becoming excluded from society.

**5.5.4** Our accessibility strategy has five cross-cutting themes:

- delivering an accessible transport network;
- promotion of access by sustainable transport to key destinations including employment locations, the town centre, leisure centres, health, education and other facilities (see also our smarter choices strategy from §5.7.15);
- affordability of transport;
- accessibility and living environment improvements in deprived areas;
- reducing the need to travel (see also our climate change strategy from §5.7.4).

**CY NM PT SC WK RoW Delivering an accessible transport network**

**5.5.5** We will continue to work to overcome physical barriers preventing people with mobility impairments from gaining access to the transport system. In particular we will, in partnership with the bus and train operators, promote:

- bus infrastructure which allows level boarding and alighting, footways clear of street furniture, safe waiting environment;

- clearways of sufficient length to enable buses to pull close to the kerb to deploy the ramp and kept clear of illegal stopping and loading;
- the phasing out of remaining non-low floor buses and investment in vehicles that provide disabled access for more than one wheelchair;
- investment in the provision of audio announcements at bus stops and on board buses to assist those with visual impairments;
- delivery of improved accessibility at Langley and Burnham stations to complement transport hub enhancements in the town centre (new bus station and Access for All scheme at rail station);
- installation of ramps, handrails, kissing gates, better surface treatment where necessary to facilitate greater use of the walking and cycling networks; and
- further accessible facilities at pedestrian crossings such as rotating cones and audible crossing alerts.

**5.5.6** We recognises that training front line personnel to assist mobility-impaired passengers also brings an improvement to accessibility. We will:

- provide personalised travel training for residents with mobility impairments;
- encourage public transport operators to provide their staff with training on the needs and requirements of those with mobility impairments (including carers with prams);
- provide information on public transport choices in shopping centres, workplaces etc. in conjunction with public transport marketing (see more on information below); and
- raise awareness of the needs of people with mobility impairments when travelling e.g. inclusion of transport issues at the Disability Awareness Day.

**PT Community transport**

**5.5.7** We recognise the important role played

by Slough Community Transport with the 'Out and About' dial-a-ride service offering affordable, accessible transport in specially designed vehicles and enabling users to improve the quality of their lives by being able to access everyday activities

**5.5.8** We will work with Slough Community Transport and Shopmobility to maintain and enhance dial-a-ride services and mobility scooter hire in Slough town centre.

### **PT Public transport information**

**5.5.9** Working on the successes of improvements to public transport information in LTP2, we will continue to spread public transport information across Slough. We will also carry on working with operators to ensure that transport information is consistent, effective and provided in various easy to understand formats.

**5.5.10** As well as making information more accessible our aim is to create a better journey experience for public transport users by providing better information through real time information systems and stop specific timetable and network information (see from §5.5.33). For example on the bus network we plan to:

- disseminate information on disabled / older person's bus passes directly to target groups and individuals;
- provide public transport information (including timetabling and maps) in a variety of languages to reflect the multicultural nature of Slough residents, and to encourage new immigrants to the area to use public transport services to access facilities in the Borough; and
- provide bus timetable and service information at local facilities (such as local shopping areas, libraries and community centres).

**5.5.11** The details of our approach to bus information is set out in the Slough Bus Passenger Information Strategy.

### **PK Parking**

**5.5.12** Our parking strategy makes provision for 'Blue Badge' parking in specially designated bays in the town centre and for 'Carer Permits' in Parking

Watch Zones. We will pay particular attention to the needs of drivers with limited mobility in new development and Council-controlled car parks.

### **AM Maintenance**

**5.5.13** Whilst we are delivering more and more accessible transport services and infrastructure it becomes increasingly important that these are well maintained. It is vital that people with mobility impairments can rely on facilities like accessible pedestrian crossings and bus stop infrastructure allowing level access. This is an important objective of our Transport Asset Management Plan.

### **LTP Objective: to enhance social inclusion and regeneration of deprived areas**

### **PT Socially necessary bus services**

**5.5.14** In partnership with the bus operators we will work to make as many of our bus services as possible commercially viable, so that they do not require public subsidy (see §5.8.13). However we recognise that some services necessary to serve Slough's residents would not operate without support from the Council or other parties.

**5.5.15** Within available revenue support budgets we will continue to provide a level of service during evenings and weekends when commercial services would not operate but where there is a proven need. In addition, support may be given to services in certain circumstances where a significant number of residents live outside a reasonable walking distance to a bus route.

**5.5.16** We will keep the need for subsidy under review in the light of changing circumstances, including new development. The coverage and timing of services will be important. We also propose to investigate the spacing of bus stops to identify areas where access to services could be improved.

### **PT Fares and ticketing**

**5.5.17** The Council currently extends the national bus pass concession to enable all-day and companion travel for all national bus pass concession pass holders

on most journeys. We will explore the feasibility of extending the current half-fare scheme for 16 to 19 year olds resident in Slough to cover both bus and rail travel subject to government funding and local budget setting.

**5.5.18** We will also work with the operators and local businesses and community service providers to find ways and means of reducing the impact of bus and rail fares on low income residents such as:

- reviewing fare structures to target areas of particularly acute deprivation;
- offer group ticket discounts;
- offer discounted entrance fees to local leisure centres on production of a valid public transport ticket / receipt;
- standardise the pricing structure of taxis to remove the additional costs associated with hiring accessible taxis; or
- use of integrated ticketing on bus and rail services.

**5.5.19** Our proposals for multi-operator smartcard ticketing could also help keep fares down (see from §5.5.32).

### **AC NM RS Improving travel opportunities in areas of deprivation**

**5.5.20** A range of strategy components will contribute towards regeneration in our most deprived wards: Britwell, Chalvey and Baylis & Stoke, as well as pockets of deprivation in our more affluent wards. Our accessibility strategy aims to enhance social inclusion by:

- focusing improvements on increasing access to employment and to community/leisure facilities from deprived areas;
- investing in public realm improvements, encouraging walking and cycling and helping to reduce crime and anti-social behaviour;
- promoting and assisting with community events to encourage community engagement in open spaces;
- promoting and supporting development of local facilities to encourage community cohesion and improve the living environment;
- investing in safety and security measures

to encourage community cohesion, walking and cycling, and reduce crime; and

- achieving as high a standard of maintenance as possible.

### **CY Cheaper cycling**

**5.5.21** Our cycling strategy highlights the need to make cycles more readily available, especially to those on low incomes. We will look at the feasibility of:

- a 'Re-Cycle' scheme where unwanted, abandoned or police-recovered bikes are fixed and sold on to local people at low cost;
- providing a second hand cycle sale forum on the new Slough cycling website; and
- a cycle hire scheme with docking stations in places such as the town centre, rail stations, Wexham Park Hospital and Slough Trading Estate.

### **AC Access to employment**

**5.5.22** During the LTP2 period we and our partners were successful in reducing travel times to key employment areas by public transport, walking or cycling. We plan to build on this success.

**5.5.23** We will continue to work with BAA plc and bus operators to maximise bus access to Heathrow Airport, seeking a greater range of services (for example to Terminal 5) and changes to off-peak service levels to cater for shift working. Our rapid transit proposals aim to provide a much faster and more frequent link to the airport (see §5.8.51).

**5.5.24** The Slough Trading Estate masterplan anticipates an expansion of sustainable travel opportunities to supplement the 'Hoppa' bus service (see Box 5F). A key feature of this will be the introduction of a demand responsive bus service. We will continue to work with SEGRO to explore further ways of improving the accessibility of this key estate.

### **SC Travel plan development**

**5.5.25** We are committed to working with existing and new businesses to promote the uptake and implementation of travel plans, including areas like Poyle where there has been a shift

from traditional manufacturing industries to 'hi-tech' industries or service based companies.

### Increasing skills

**5.5.26** Slough was given a 'Green Flag' in the 2009 Area Assessment for the work carried out by the Council, business and the educational, health and voluntary sectors on reducing the gap between the skills needed in the workplace and those available in the local population. Part of the Slough Trading Estate masterplan is a 'Skills' centre (the Slough Aspire Centre) to bring together existing and potential employees with education providers, careers advisers and businesses. 'Upskilling' of local residents has the potential not only to increase their earning capacity but also reduce out-commuting to lower paid jobs elsewhere with consequent carbon and congestion benefits.

### AC Access to post-16 education

**5.5.27** The increase in training opportunities for young people, including apprenticeships, is increasing the complexity of journey patterns within and outside Slough. Working with our educational and business partners we aim to achieve affordable, reliable and accessible transport options for post-16 students.

**5.5.28** The potential extension of the half-fare concession to bus and rail would help make public transport more attractive (see §5.4.18). We will work with the operators through our Bus Quality Partnership to improve the coverage, frequency and reliability of bus services (see from §5.8.15). The LTP3 also seeks to facilitate and promote walking and cycling.

### AC Access to healthcare

**5.5.29** To improve access to healthcare facilities, we intend to work with healthcare partners to:

- maximise access to Wexham Park Hospital by public and community transport as an integral part of strategic health development plans;
- identify the accessibility problems arising from particular patterns of medical appointments;
- ensure that information is disseminated to patients on public transport serving medical facilities;

- investigate with transport operators potential fare reductions for those required to attend frequent medical appointments;
- explore improvements to pedestrian and cycling networks to make access to local GP surgeries and outpatient clinics safer and more convenient.

### AC PT Access to community services

**5.5.30** This LTP3 is one element of a multi-departmental plan to enhance access to community services by the Council and its partners. For example, improving local neighbourhood walking and cycling links make it easier to get to local facilities (see §5.5.23). Provision of facilities in local neighbourhoods reduces the need to travel and aids community cohesion. Our strategy for public transport improvement is aimed at helping residents reach community services further afield and community transport has an important role to play too.

## 5.6 SCS Theme 2: Health and wellbeing

### Introduction

**5.6.1** Transport can make an important contribution to Slough's Health and Wellbeing Strategy 'Adding Life to Years and Years to Life'. drawn up by the Council and a range of partners (see Box 5B).

### **Box 5B How LTP3 will contribute to health and wellbeing in Slough**

#### **Air quality**

Measures to reduce pollution from traffic.

#### **Healthy active travel**

Promoting and facilitating more walking and cycling.

#### **Noise**

Working with DEFRA on action plans for areas with significant traffic noise

#### **Neighbourhood links**

Better access for communities on foot and by cycle

#### **Comfortable and convenient travel**

Public transport interchanges, ticketing and information.

and integrated within the LTP2. Our action plans have been revised and the specific measures incorporated into the LTP3 as appropriate. Our work shows that, to reduce levels of NO<sub>2</sub> we need to:

- reduce the number of vehicles on the roads;
- reduce the levels of emissions from vehicles per mile; and
- reduce stop/start traffic conditions.

**5.6.5** We intend to prepare AQAPs for the newly declared town centre AQMAs at the same time that we produce our comprehensive 3-year LTP3 Implementation Plan in Autumn 2011. By linking the plans in this way we aim to show the integration between the LTP3 and air quality management.

**5.6.6** Components of LTP3 that will help to minimise the effect of transport on local air quality are described below.

#### **Sustainable land use planning**

**5.6.7** Sustainable land use policies will be key to reducing traffic volumes and focusing development in the most accessible locations such as the town, district and neighbourhood centres, making the best use of existing and proposed infrastructure and helping build local communities for example by protecting the suburban areas and public green spaces. (see Chapter 3). LDF policies that will support our drive to improve air quality:

- limiting the amount of parking allowed;
- requiring developers to prepare 'transport assessments' of the impacts of the development;
- securing financial contributions from development proposals for improving transport links (e.g. to Heathrow); developing transport hubs (in Slough Town Centre and the Trading Estate) and improving the borough's railway stations.; and
- tackling congestion by seeking to widen travel choices and make travel by sustainable means more attractive than the private car.

### **LTP Objective: to protect and improve personal health**

#### **Improving local air quality**

**5.6.2** There is clearly a direct link between the amount of traffic on Slough's roads and the levels of pollutants in the air. Of particular concern are levels of nitrogen dioxide (NO<sub>2</sub>). In two areas in Slough the levels of NO<sub>2</sub> exceed the UK national standards and objectives and also the EU air quality directive limit values. The main source of the exceedence is from road traffic.

**5.6.3** As a result, these areas were declared as Air Quality Management Areas (AQMAs) in 2005. One area extends along the length of the M4 and the other along the A4 at Brands Hill approaching Junction 5 of the M4. Our ongoing monitoring and forecasting work shows that NO<sub>2</sub> levels at a number of other locations along Tuns Lane and the A4 in the town centre are also poor, meaning that two further AQMAs will be declared in 2011.

**5.6.4** Air Quality Action Plans (AQAP) were agreed in 2006 for the Brand's Hill and M4 AQMAs



**ITS NM PK Better management of congestion and speed**

**5.6.8** Improving the management of traffic in Slough, particularly along the A4, is necessary to reduce congestion and improve air quality along this corridor and in the town centre. We believe we can reduce queuing, improve the reliability of journey times and promote quicker, more reliable bus journey times along the A4 corridor if we can reduce overall demand for travel. In doing so, we will improve local air quality by reducing emissions from road vehicles.

**5.6.9** We will invest in Urban Traffic Management and Control (UTMC) systems and other Intelligent Transport Systems (ITS) developments, particularly focusing on the A4 corridor. Other traffic and parking management measures such as 20mph zones and controlled parking zones will help us remove unnecessary traffic from residential areas and improve the flow of traffic on key local routes. Better co-ordination of street works and event planning will also assist.

**5.6.10** Traffic on the A4 approaching Junction 5 of the M4 is a major contributor to air quality problems. We will seek ways of better managing traffic at this junction but recognise that the way in which the junction is managed heavily influences traffic flows along the M4 itself. We will therefore work with the Highways Agency to examine ways of improving air quality without unduly affecting the M4. Further, the M4 itself is a major generator of emissions and we will also work with the Highways Agency to reduce the impact of the M4 on Slough's residents, workers and visitors.

**FM PT Cleaner buses, taxis and commercial vehicles**

**5.6.11** Better management of commercial vehicles, especially Heavy Goods Vehicles (HGVs) on the local road network will be a key action in improving local air quality and we will engage with local businesses and freight operators on how this can be achieved. Upgrading of the lorry and van fleet with greater use of cleaner technology and alternative fuels will help reduce the emission of pollutants as well as emissions of CO<sub>2</sub> (see §5.7.38).

**5.6.12** The environmental performance of the bus

fleet will increase as new vehicles are put on the road. Within the context of our quality bus partnership with First Berkshire we will promote cleaner buses, including on services passing through the AQMA at Brands Hill. The upgrading of the taxi fleet and the Council's own vehicles will also benefit air quality.

**CY PT WK Promoting less polluting travel**

**5.6.13** We are committed to significant investment to promote sustainable modes of travel as well as addressing environmental problems including local air quality. For example, through our cycling and walking strategies we will promote use of these low carbon and healthy modes. Many elements of this LTP3 will also support raised standards of air quality by reducing dependence on the private car by making bus and train travel more attractive.

**PK Managing parking demand**

**5.6.14** Our parking strategy seeks to restrain and reduce demand for long stay parking in the town centre to promote greater use of public transport, walking and cycling. We will also restrict parking provision associated with new developments as much as possible to prevent significant increases in the size of the overall parking stock and introduce additional Parking Watch Zones. By managing demand for travel by car we can manage emissions. Use of variable message signs and other technology will assist in reducing circulating car park traffic in the town centre.

**SC School and workplace travel plans**

**5.6.15** We continue to deliver travel plans and safer routes to school across Slough to promote walking and cycling and reduce the number of pupils driven to school to minimise the effect school run traffic has on local air quality, and congestion.

**5.6.16** Regeneration of the Slough Trading Estate will be linked with significant investment to encourage more sustainable commuter and business travel patterns. We will also continue working with BAA Heathrow on implementation of the Heathrow travel plan as many of Heathrow's workers live in Slough. Staff travel plans will also remain as an integral part of considering planning applications for new developments.

## Encouraging healthy active travel

**5.6.17** Our Health and Wellbeing Strategy aims to make it easier for people in Slough to be physically active, helping combat obesity, high mortality due to heart disease or stroke. This LTP3 can contribute to this aim by promoting and facilitating active travel i.e. walking and cycling.

### **CY WK RoW** Promoting walking and cycling

**5.6.18** Apart from being healthy, walking and cycling offer low carbon, non-polluting alternatives to the private car. Our walking and cycling strategies, combined with our Rights of Way Improvement Plan (RoWIP) are directed at improving facilities and encouraging more people to walk and cycle (see from §5.7.27).

**5.6.19** Investment in maintaining and enhancing walking and cycle routes to make them safer and more attractive is the foundation for boosting levels of active travel in Slough. We will work with health partners, the proposed Cycle Forum (see §5.7.34) and others to promote the health benefits.

### **SC** School and workplace travel plans

**5.6.20** Our smarter choices strategy places a strong emphasis on promoting walking and cycling to school by working in partnership with schools and developing initiatives to make travel by these modes more attractive. Initiatives to do this include:

- walking buses;
- walk to school awards;
- cycle training and
- provision of secure and sheltered cycle parking.

**5.6.21** Partnership working with employers on preparation and delivery of workplace travel plans also offers an opportunity for the health aspects of travel to be reinforced and this is something we will pursue.

## LTP Objective: to minimise the noise generated by the transport network, and its impacts

### **FM NM PT AM** Network management to reduce noise

**5.6.22** The parts of Slough suffering most from traffic noise are generally the same communities experiencing poor air quality, namely close to the M4, the A4 at Brand's Hill and the A4 in the town centre. As a result, the types of measures aimed at tackling air quality (see above) will, at least in part, assist in addressing noise problems. However we will work with the Department for the Environment, Food & Rural Affairs (DEFRA) and the Highways Agency to identify what other Noise Action Plan measures may be needed. These could include:

- noise barriers or carriageway realignment;
- working with freight operators to reduce noise from loading and unloading at local premises, promote upgrading of the vehicle fleet and encourage best practice driving;
- working with bus operators to promote upgrading of vehicles, encourage best practice driving techniques and identify localised problems from bus routing and stop location; and
- installing low noise road surfacing.

## LTP Objective: to achieve better links between neighbourhoods and access to the natural environment

### **CY WK RoW** Pedestrian and cycle links

**5.6.23** The Rights of Way network is crucial in providing access to public spaces, the Jubilee River and the wider natural environment. Rights of Way provide local links between neighbourhoods, schools and other community facilities. The Rights of Way Improvement Plan (RoWIP) is intended to make sure that the most effective use is made of the network, especially for pedestrians and cyclists, and it integrates closely with LTP3 walking and cycling strategies and programmes.

### AC NM RS PT Other community links

**5.6.24** As well as provision for walking and cycling we will take opportunities for enhancing and maintaining community links including:

- initiatives arising from our accessibility strategy and through partnership working with Slough Community Transport (see from §5.4.7);
- traffic calming and other measures to reduce community severance;
- local road safety and community safety schemes; and
- routeing and frequency of local bus services.

### LTP Objective: to improve the journey experience of transport users across Slough's transport networks

#### Introduction

**5.6.25** Our strategy for improving the journey experience in Slough focuses on developing and enhancing interchanges and promoting and facilitating better integration of public transport services, ticketing and information.

### PT Public transport interchanges

**5.6.26** Whilst the town centre has traditionally been the focal point for bus and rail services for Slough, the LTP2 proposed transforming the way people interchange between services in the town centre with a modern transport hub used by local bus services and those into the wider Thames Valley. This ambition is now coming to fruition with the opening of a new state-of-the-art bus station in 2011 as part of the Heart of Slough project and integration with the railway station.

**5.6.27** As well as the new bus station, the transport improvements associated with the Heart of Slough project will include

- bus priority measures;
- pedestrian links to the railway station and High Street;

- re-modelling and new signalling of the A4 / A332 junction; and
- creation of a tree-lined boulevard along the A4 Bath Road.

**5.6.28** Most bus-to-bus interchange in Slough is likely to take place in the new bus station but we will work with the bus operators to achieve, where necessary, convenient interchange points elsewhere in the town centre and in other key locations.

**5.6.29** We will ensure that proper provision is made for pedestrians and cyclists in the design of all new interchanges.

### PT Station enhancements

**5.6.30** The Heart of Slough project will be complemented by the remodelling of the station forecourt to improve pedestrian and cyclist access whilst catering for taxis, passenger car parking and pick-up and set-down facilities.

**5.6.31** Further, lifts are due to be installed in Slough station in time for the 2012 Olympics, enhancing the journey experience for rail passengers with mobility impairments. We will work with the train operators and Network Rail to bring about further improvements in the overall quality of the waiting environment and other facilities in all three stations. The introduction of new Crossrail trains in 2018, combined with upgraded stations will herald a new era in Slough's rail services.

**5.6.32** The development of a transport hub at Slough Trading Estate, an important element of the regeneration master plan, will act as the focus for bus and other services providing access to this key employment site (see §5.8.5).

### SC PT ITS Ticketing and information

**5.6.33** In the short term we will work with the rail and bus operators to promote existing bus/rail combined tickets. However we foresee advances in multi-operator ticketing and development of smart card and mobile phone technology, all aimed at making journey planning easier and more convenient. We aim to participate in these ticketing initiatives to secure maximum benefit for bus and rail travel in and out of Slough.

**5.6.34** Information is another vital ingredient of improving passenger journeys. We will work with Network Rail and the bus and rail operators to improve the provision of information, ranging from displays at bus stops and on buses, to journey planning, (including Traveline) and more Internet-based information.

**5.6.35** To underline our commitment we are undertaking a major investment in a Real Time Passenger Information (RTPI) system. The first phase entails displays at 50 bus stops and in the new bus station, fitting 54 buses with satellite tracking equipment and installing information screens at several sites in the town. The system is linked to the Urban Traffic Management & Control (UTMC) system and bus priority equipment at key junctions.

**5.6.36** We intend to roll-out RTPI to other parts of Slough and work with the rail operator to provide more comprehensive public transport information in the town centre, at the Slough Trading Estate transport hub, Wexham Park Hospital and other strategic locations.

### **PT Bus passenger comfort**

**5.6.37** We will review our Traffic Regulation Orders and features such as speed humps and tables which can have an adverse impact on bus passenger comfort (as well as bus speed).

## **5.7 SCS Theme 3: Community safety**

### **Introduction**

**5.7.1** This LTP will contribute to enhancing community safety through improving road safety and action to help tackle crime and anti social behaviour on our streets, in stations and on public transport services.

### **Box 5C How LTP3 will contribute to Community Safety**

#### **Road safety strategy**

- Education, training and publicity;
- Engineering schemes;
- Managing drivers' speed;
- Enforcement of traffic laws.

#### **Transport-related crime and anti-social behaviour;**

- Design of public spaces, lighting
- More secure walking and cycling routes.
- Working with bus, taxi and train operators;
- More secure car parks and overnight lorry parking.

### **LTP Objective: to reduce the number of traffic accidents involving death or injury**

#### **Introduction**

**5.7.2** We have reviewed how we should best tackle road safety to reflect the findings of research by the Safer Roads Partnership (SRP). Our future action will also be informed by the national strategic road safety framework, due to be published by the DfT in Spring 2011. (We will set out detailed proposals in the 3-year LTP3 Implementation Plan in Autumn 2011). During the LTP3 period, our focus will be on:

- education and training programmes, capturing 'hearts and minds' of road users across all age groups;
- schemes targeted at accident hotspots for children, motorcyclists, pedestrians and cyclists; and
- speed management measures, effectively enforced, to reduce casualties and improve quality of life where there is evidence of vehicles travelling at inappropriate speeds.

**5.7.3** Responsibility for motorways and main 'trunk' roads lies with the Highways Agency (HA) although accidents on the M4 are included in Slough's

accident statistics. We will work with the SRP and the HA to reduce the number of motorway collisions and their severity based on further accident analysis.

### **RS Road safety education, training and publicity programmes**

**5.7.4** In partnership with SRP we will carry out educational, training and publicity programmes targeted at vulnerable groups. We will use a number of approaches to do this and investigate opportunities for:

- publicising campaign material on the public transport network (for example 'bus back advertising' and on trains);
- publicity during advertising breaks in local cinemas and on local radio;
- publicity through local press;
- multi- agency publicity events such as crash scenes in the town centre;
- localised campaign initiatives; and
- working with community partners to address the over-representation in Slough's accidents of people from an Asian background.

**5.7.5** Programmes aimed at reducing child casualties will continue to be a priority. We will advise and support parents, carers, pre-school staff and teachers on both road safety best practice and the resources that are available to them. Stress will also be out on the importance of in- car child safety and the wearing and correct fitting of seatbelts.

**5.7.6** We will use information from secondary school travel plans to assist with the prioritisation of Safer Routes to School and other road safety related initiatives. To support our travel planning activity we will look to fund cycle training (such as Bike It and Bikeability) for school age children in Slough.

**5.7.7** We will also seek to extend cycle training opportunities to adults. Safer cycling will be facilitated through promotion and publicity of designated cycle routes (see from §5.7.33). We also recognise that the 'safety in numbers' concept can alter

people's perception about the safety of cycling

**5.7.8** Pedestrians are another vulnerable group in terms of road safety, especially children. We will therefore give particular attention to improving child pedestrian safety, including measures that target teenage pedestrians.

**5.7.9** Working with SRP and local advanced motorcyclist training groups we will focus available resources and advice on both new riders and existing riders moving up a class of motorcycle. Initiatives such as 'Safer Rider' courses will be supported and awareness of them raised through motorcycle dealers and other appropriate outlets.

**5.7.10** We will aim to extend training opportunities for car drivers to combat negative driver behaviour and reduce the number of accidents caused by drivers impaired by drugs, mobile phone usage whilst driving, exceeding the speed limit, and disobeying traffic signals. Safer driving campaigns will use national campaign resource materials where appropriate as well as local campaign material.

**5.7.11** Other programmes we intend to pursue include:

- training, educational and campaign material for the drivers of foreign registered vehicles based in Slough;
- working with bus operators and the freight industry on safe driving training for bus and commercial vehicle drivers; and
- working with employers on ensuring the safety of staff while using the road and managing their occupational road risk.

### **CY NM RS WK Road safety engineering schemes**

**5.7.12** We will continue our programme of physical engineering measures targeted at key accident 'blackspots'. In targeting our resources we will take account of socio-demographic and spatial patterns of accidents to determine their underlying causes.

**5.7.13** A programme of engineering measures aimed at reducing traffic accidents in priority locations and amongst vulnerable groups will be drawn up based on the findings of this analysis. Hazardous locations will continue to be identified on a yearly basis and analysed along with recorded accident data to provide a more comprehensive picture of where remedial action is most urgently needed. We will monitor the need for new or replacement signs and surface marking and lining.

**5.7.14** We will also monitor accident data in the vicinity of schools to help us identify where 'safer routes to school' studies are needed and popular routes upgrading.

**5.7.15** In designing all highway schemes we will implement a cycle and pedestrian audit procedure to ensure that the needs of the non-motorised mode users are considered.

### **NM RS Speed management**

**5.7.16** Speed is a major contributing factor in the number and severity of road accident casualties. As a result, we have successfully implemented three 20mph zones during the LTP2 period as part of a Borough-wide strategy. Priority locations for implementation have been identified and we will continue to implement further zones in line with the strategy.

**5.7.17** Other measures to tackle road safety through speed management will include:

- making changes to existing speed limits so that they conform to DfT standards;
- protecting vulnerable road users;
- improving signing and carrying out publicity campaigns; and
- introducing vehicle-activated speed warning signs.

### **NM RS Enforcement**

**5.7.18** We will continue to contribute to traffic law enforcement by enforcement of speed limits, using fixed and mobile safety cameras, altering the design of roads to discourage speeding (for example through traffic calming and 20mph

zones), and targeted enforcement of parking regulations; the latter will also reduce congestion.

**5.7.19** We will work with the SRP on other initiatives to tackle driver behaviour such as roadside checks of vehicle defects and identification of seatbelt, mobile phone, driving licence, insurance, tacograph, drink and drug offences.

### **AM Maintenance**

**5.7.20** Proper maintenance of our highway assets makes a significant contribution to road safety. Our road maintenance strategy is to carry out timely repairs to hazards such as potholes and poor footway and cycleway surfaces. We recognise too the benefits of non-slip surfaces for carriageways in selected locations.

**LTP Objective: to minimise the opportunity for crime, anti-social behaviour and terrorism and maximise personal safety on the transport network**

### **Community Safety Strategy**

**5.7.21** The Council plays a key role in the Borough's crime reduction partnership - Safer Slough Partnership. This LTP can make a contribution to delivering the aims of the Community Safety Strategy by working through Neighbourhood Action Groups and contributing to action to tackle crime and anti social behaviour.

### **NM AM Public realm and safety by design**

**5.7.22** We recognise that high standards in the design and maintenance of highways and the public realm not only minimise the visual impact of transport on the local environment (see §5.7.44) but also have community safety benefits. Street lighting is also important in making people feel safe and we will put emphasis on maintenance and replacement programmes. We see CCTV continuing to play a role as well.

**5.7.23** The Heart of Slough redevelopment project is designed to make the entire area more pedestrian friendly, improve links between the railway and bus stations and shopping centre, and enhance the quality of the public realm. We will encourage a similar comprehensive approach to be taken in

other key development and regeneration projects, including the Slough Trading Estate masterplan.

### **WK RoW Safer walking routes and rights of way**

**5.7.24** Our walking strategy and RoWIP both recognise the importance of personal safety with adequate lighting and visibility being key issues. As outlined in the RoWIP, gating of alleyways may be appropriate in some circumstances.

**5.7.25** We will also seek to deliver community safety improvements through the planning process, such as by designing in safe pedestrian routes in new developments.

### **PT Safer public transport**

**5.7.26** We are committed to working in partnership with transport operators, the police and the public to tackle crime and anti-social behaviour associated with public transport. A review of security will be undertaken and a range of measures introduced including:

- a multi-agency approach to vandalism problems at known trouble spots, focusing on the routing of buses, location of stops and taxi ranks, education including visits to schools;
- further investment in bus stop infrastructure, to maximise safety such as better shelter lighting;
- removal of street clutter on footways and creation of open spaces around bus stops to remove 'blind spaces';
- improve community safety at stations (with Network Rail, the train operating companies and British Transport Police); and
- further roll out of CCTV in areas well known for crime around key transport routes and work with the operators on fitting CCTV to the bus fleet.

### **CY Security for cyclists**

**5.7.27** The measures described above for improving personal security for pedestrians will also commonly

deliver safety benefits for cyclists. Encouraging more people to walk and cycle will also reduce concern over use of those routes perceived as being unsafe due to increased natural surveillance. We will introduce new initiatives to target cycle theft such as provision of more secure parking stands, the 'marking' of cycles and providing advice on cycle locks.

### **PK Secure car parking**

**5.7.28** We recognise that we need to continue to press ahead with measures to improve safety and security in those car parks which we own, ideally seeking 'Secure Car Park' accreditation for all of our car parks and we will encourage owners and operators of other car parks to do likewise. We will also combat theft from parked cars on-street by maintaining and improving street lighting and in re-modelling of road layouts.

### **FM Secure freight operations**

**5.7.29** We will work in partnership with the freight industry on ways and means of improving the security of overnight lorry parking. For further information on our freight proposals see §5.8.60.

## **5.8 SCS Theme 4: Environment**

### **Introduction**

**5.8.1** This LTP can contribute towards the Council's Climate Change Strategy as well as towards the SCS aim of safeguarding and improving Slough's built and natural environment: see Box 5D.

### **Box 5D How LTP3 will help the environment**

Reducing CO<sub>2</sub>, NO<sub>2</sub> and other emissions from local transport and tackling climate change by

- influencing travel behaviour through a 'smarter choices' programme and controls over parking that will encourage and enable people to reduce reliance on private cars;
- promoting and facilitating lower carbon transport including walking, cycling and public transport;
- promoting better vehicle technology and alternative fuels;
- taking action to adapt the road system to greater frequency of flooding, storms and other effects of climate change; and
- designing transport schemes and measures to minimise their environmental impact.

### **LTP Objective: to reduce transport's CO2 emissions and make the transport network resilient to the effects of climate change**

#### **Introduction**

**5.8.2** The national transport carbon reduction strategy<sup>1</sup> looks to achieve a 14% reduction in road transport carbon emissions between 2008 and 2022. It proposes to do this through a range of measures:

- market mechanisms such as taxes and duty;
- new technologies and alternative fuels; and
- promoting lower carbon travel choices.

**5.8.3** Government taxes and duty together with legislation on use of alternative fuels and European Union (EU) standards for new vehicles are expected to make a significant contribution towards meeting this target. We see our role, as a local transport authority, as promoting the use of lower carbon modes of travel, and reducing the need to travel. However, we are also keen to support the increased use of low-carbon vehicles and fuels.

**5.8.4** The Council is committed to ensuring that we make our contribution to reducing the UK's CO<sub>2</sub> emissions. We have therefore set targets to reduce the Council's CO<sub>2</sub> emissions by 40% by 2014 and to make Slough carbon neutral (i.e. with zero net greenhouse gas emissions) by 2020<sup>2</sup>. We also set a target to reduce CO<sub>2</sub> emissions per head in the borough by 9% by 2010/11 from a 2005 baseline.

**5.8.5** There is no doubt that some of the projects to achieve this will be challenging, but equally that we must achieve them if we are to reach full carbon neutrality. Success will depend on the Council providing strong leadership and on working in partnership with other public sector organisations, businesses and the public to reduce carbon emissions and dependency on fossil fuels.

**5.8.6** In drawing up our LTP3 climate change strategy we have taken heed of the DfT's guidance<sup>3</sup> and the need to create positive low carbon travel choices within Slough. focusing on:

- reducing the demand for travel; promoting and facilitating lower carbon transport choices ('smarter choices');
- high standards of walking and cycling facilities and public transport;
- promoting better vehicle technology and alternative fuels; and
- adapting to the impact of climate change.

#### **Reducing the demand for travel**

##### **Land use planning**

**5.8.7** Policy 7 of the Local Development Framework (LDF) Core Strategy seeks to reduce the need to travel, widen travel choices making sustainable modes more attractive, improve road safety and address the impact of travel on air quality and climate change. It also requires new proposals to contribute to improving transport infrastructure, and restrain car parking.

**5.8.8** In the development of key employment sites we will seek to agree with the developer targets



for the proportion of the workforce travelling alone by private car. For example, a 16% modal shift target has been agreed for the office development at the Slough Trading Estate Leigh Road Central Core.

**5.8.9** In addition, we can reduce the number of car trips by:

- limiting where appropriate the number of parking spaces provided at new developments whilst delivering better public transport alternatives;
- working to safeguard provision of services and facilities in local communities, such as local shops, libraries and post offices;
- working with other service providers such as health and education authorities to ensure that services are delivered as close as possible to where people live;
- supporting and facilitating growth in home deliveries and other mobile services; and
- encouraging more home working and teleconferencing by working with industry partners to ensure high speed broadband.

**5.8.10** Our strategy for 'up-skilling' the resident workforce in Slough has the potential to influence work-related travel by reducing both outward and inward commuting. Encouraging local employers to make more use of local staff would not only reduce commuters' carbon footprint but would have significant social benefits (see §5.4.26).

### **PK** Parking management

**5.8.11** Managing the supply of parking is a key tool in managing demand for travel in Slough and encouraging greater use of more sustainable modes, especially for long stay trips. Proper management of parking supply will also enhance the quality of our urban realm, improve road safety and support regeneration of the town centre.

**5.8.12** In terms of managing the demand for travel by car through parking management we will:

- limit the total number of publicly-available parking spaces in the town centre;

- increase the share of short-stay parking in the town centre compared to long-stay, providing more spaces for shoppers and visitors;
- improve the management of short and medium stay parking in the town centre (for example through better signage) to make their use more efficient;
- improve the management of on- street parking in the town centre to maximise 'turnover' of spaces, giving more people the opportunity to park for short periods close to their destination;
- improve the management of on-street parking elsewhere in Slough through a programme of 'Parking Watch' controlled parking schemes including in the Slough Trading Estate;
- continue enforcement of on- and off-street parking;
- apply the LDF parking standards to limit parking at new developments;
- limit the amount of on-site parking on the Slough Trading Estate to current levels;
- work with neighbouring local authorities to ensure a consistent approach to parking policies to avoid pushing businesses away.

**5.8.13** The Transport Act 2008 gives authorities powers to pursue other demand management options such as workplace parking levies. We do not have any plans to introduce such measures at the time of writing but will keep all options under review during the LTP3 period.

### **FM** Freight management

**5.8.14** We will work through the Freight Quality Partnership to monitor the impact of home deliveries and identify ways of minimising the overall length of trips by commercial vehicles, for example through freight consolidation or switching from road to rail.

### **SC** Encouraging behavioural change

**5.8.15** We will also reduce our carbon footprint by encouraging people to change the way they travel for some journeys. We will build on the

progress made during LTP2 with school and workplace travel plans to develop a coordinated 'Smarter Choices' campaign to influence travel behaviour and reduce dependency on cars.

**5.8.16** Central to our smarter choices campaign will be a marketing and communications plan with four strands:

- a campaign to raise awareness of the need to consider a sustainable approach to travel and access and include cross-cutting issues such as the location of local services, personal security and health;
- workplace and school travel planning;
- supporting car sharing and car clubs; and
- 'personalised travel planning' in areas of special need.

### Smarter choices campaign

**5.8.17** We will manage a campaign to raise awareness about the impact of car emissions on local air quality and climate change. The campaign will be targeted at young people, ethnic minority communities and commuters. The campaign will also promote the benefits of alternative modes including public transport, walking, cycling, scooter, bike rental, car sharing, car clubs, and incentives to employees for sustainable travel.

**5.8.18** We recognise that the poor perception of public transport is a key factor in deterring usage, especially by car drivers. We will therefore also use the campaign to enhance the image of public transport, remove negative associations and make people aware of the availability of bus and rail services. Opening of the new bus station and improvements to Slough station will be a catalyst.

### Workplace and school travel plans

**5.8.19** We will continue to roll out our workplace travel planning activities as a proven method of influencing travel behaviour. We intend to work with employers and health providers, to promote lower carbon travel. The Council's own workplace travel plan will be kept under review. Cross-boundary working will be extended with neighbouring authorities and through

the Thames Valley Berkshire Local Enterprise Partnership.

**5.8.20** To promote sustainable transport in new developments we will work with planning colleagues to provide travel plan guidance and support for developers and ensure future monitoring.

**5.8.21** In keeping with the wider aims of the Council we will work with our education partners to extend school travel plan initiatives, combining travel awareness messages with curriculum activities to deliver improved life chances and opportunities for all children and young people in Slough.

### Car sharing and car clubs

**5.8.22** We believe that there is significant potential for car sharing in Slough. Therefore, we will promote car sharing as an alternative means of transport to the single occupancy car whenever possible.

**5.8.23** In addition we will, in partnership with other stakeholders, identify and implement incentives to car share such as by providing dedicated spaces for car sharers and investigate the potential for the development of local area car sharing initiatives (such as on Slough Trading Estate and at Heathrow Airport).

**5.8.24** Promotion of car sharing will be a core component of our workplace travel planning activities.

**5.8.25** We do not currently have any car clubs in Slough, a position we wish to rectify. We therefore intend to work with car club operators to explore the potential for introducing the car club concept to Slough. In addition, we will:

- encourage car clubs as part of the planning process, building on the experience with the Slough Trading Estate master plan; and
- encourage large businesses to re-allocate pool cars as car club cars, available to workers during the day and then to club members at other times.

### Personalised travel planning

**5.8.26** A social marketing approach will be pursued to identify travel problems and opportunities in individual neighbourhoods and among individual groups.

**WK RoW Better footways and footpaths**

**5.8.27** Given Slough's compact nature, there is considerable potential for many more journeys to be made on foot (or by cycle) if the transport system and prevailing conditions were more conducive and attractive. We will work to develop a better network of high quality footpaths (and cycle infrastructure) and promote the benefits of walking and cycling, not only as sustainable forms of transport but also as ways of increasing health and wellbeing.

**5.8.28** Complementing the pedestrian route and corridor approach adopted during LTP2 we will develop a walking network across Slough which maximises the 'permeability' of the town by connecting residential areas and transport hubs with employment and shopping areas, other key services and facilities and giving access to the natural environment.

**5.8.29** We will deliver footway and footpath improvement schemes as part of wider neighbourhood enhancements linking with public spaces, schools, and community facilities. The schemes would be delivered on an area-wide basis and would aim to increase local connections, reduce severance caused by traffic, enhance personal safety and encourage informal guardianship of public spaces.

**5.8.30** In partnership with the Local Access Forum we would ensure that our investment in pedestrian facilities is integrated with the proposals set out in the Rights of Way Improvement Plan (see §5.5.23).

**5.8.31** Through the planning process we will seek improvements as part of new development and regeneration schemes. Key schemes are expected to be delivered through the Heart of Slough project, Britwell regeneration and the Slough Trading Estate master plan.

**5.8.32** Schemes associated with school travel plans and local safety schemes are also expected to contribute to making conditions more favourable for walking. We place a strong emphasis on promoting walking and cycling to school by working in partnership with schools and developing initiatives to make travel by these modes more attractive, including walking buses and walk to school awards.

**CY Better cycle routes**

**5.8.33** During the LTP3 period we will increase the intensity of our efforts to promote and facilitate this healthy, low carbon form of transport. In terms of cycle facilities this means:

- widening of existing cycle lanes, providing feeder lanes on the approach to traffic signals, using hatching to increase deflection on mini roundabouts and at other priority junctions;
- identifying and addressing barriers to cycling such as traffic hazards, indirect routes, conflicts with pedestrians;
- safeguarding the cycling network through the planning process and requiring new developments to provide access and facilities for cyclists;
- taking account of the needs of cyclists in safety and other engineering schemes; and
- providing safe and protected cycle parking in areas of high demand in the town centre and elsewhere.

**5.8.34** Providing better facilities will be complemented by increased promotion, especially among many residents who traditionally have been reluctant to consider cycling as a sustainable travel option. We aim to establish a forum or campaign group with people who cycle in Slough to help foster a stronger cycling culture in the Borough. In partnership with the forum we propose to:

- develop and implement a marketing strategy to ensure that cycling information is communicated effectively;
- develop and deliver a promotional campaign ("Slough Shrinks When You Cycle") to highlight the journey time (and other) benefits that can be achieved by switching to the bike for short local journeys;
- identify and overcome barriers that face ethnic minority residents taking up cycling;
- update and circulate the Slough cycle map as widely as possible, including amongst

residents in new housing developments;

- encourage and promote the link between cycling and rail travel; and
- continue to work with schools in developing initiatives to make cycling more attractive including cycle training programmes and provision of secure and sheltered cycle parking.

### **AM** Maintaining walking and cycling networks

**5.8.35** We plan to ensure appropriate maintenance of roads, cycleways and footways (including signs, the removal of overhanging branches and upkeep of other soft landscaping). We recognise that such basics will be important in encouraging more people to walk and cycle

### **PT** Public transport

**5.8.36** Use of bus and rail services instead of the private car can contribute to reduced carbon emissions, especially for medium distance commuter trips. We foresee significant enhancements in these services in the next 15 years that will widen travel choices for both Slough residents and those travelling in to the Borough from neighbouring areas. Our approach to improving public transport is set out from §5.8.13.

### **FM PT NM** Technology and fuels

**5.8.37** As part of our wider carbon reduction strategy we will:

- make a transition to a low-carbon vehicle fleet for the Council and its contractors (such as community transport, street cleaning and refuse collection vehicles);
- work with bus and taxi operators and the freight industry to promote 'eco-driving', introduction of lower emission vehicles and use of alternative fuels;
- work towards the provision of infrastructure needed for the wider introduction of electric cars and other vehicles, for example electricity charging points; and
- utilise more efficient sources of energy, including renewables, in transport installation assets such as signals and variable messaging signs when they are due for replacement.

### **NM AM** Climate change mitigation

**5.8.38** We are aware of the need to adapt the transport system to meet the challenges of climate change, including greater frequency of flooding, storms, the impact of higher wind speeds, subsidence and higher temperatures. Mitigation measures are set out in our Network Management Plan (NMP) and Transport Asset Management Plan (TAMP). Transport also features in:

- our Major Incident Plan which provides guidance to Council staff on meeting the demands of a major incident or emergency; and
- the Community Risk Register, which identifies, prioritises and outlines management measures for the risks of major incidents occurring.

**5.8.39** We will seek to use environmentally friendly construction materials and those which are more resilient to the effects of climate change.

### **LTP Objective: to mitigate the effects of travel and the transport system on the natural environment, heritage and landscape**

#### **Introduction**

**5.8.40** Our transport networks and services impact on our built and natural environment in many ways. In a compact urban area such as Slough the biggest impacts are noise (which we deal with in §5.5.22) and visual intrusion rather than impacts on our natural environment. Many of Slough's transport strategy components will make a contribution to reducing the environmental impact of transport.

### **NM PK AM** Traffic management, urban design and the public realm

**5.8.41** All new traffic management schemes, especially those in conservation and other sensitive areas, will be assessed for their ability to improve the attractiveness of the street scene, rather than detract from it. Good highway design will be required in new development.

**5.8.42** Works will be designed with the aim of

minimising visual impacts and disruptions.

**5.8.43** To reduce community severance and create more attractive public spaces we propose re-allocating carriageways in some areas from vehicular use, acknowledging that the right combination of planning and highways design can improve wellbeing and encourage more people to walk and cycle.

**5.8.44** On-street parking will be managed to reduce the impact of vehicles on footways and verges. We will reduce street clutter by removing unnecessary highway signs and guard rails.

**5.8.45** The Art @ The Centre scheme involved significant re-surfacing of footways and we see similar enhancements taking place as part of the Heart of Slough and other regeneration projects. Local environmental enhancements are foreseen at community level aided by our neighbourhood wardens.

**5.8.46** The TAMP sets out our approach to maintenance of highway infrastructure and the public realm, including street cleansing, repairing signs, cleaning street lights and re-laying of kerbs. All these are activities that can affect visual amenity, anti-social behaviour and community safety.

**5.8.47** The planning, designing and construction of new schemes developed during LTP3 will seek to protect and enhance both the urban and natural environment, to ensure that important habitats, green spaces and heritage sites are protected, and that other local environmental concerns are mitigated.

**5.8.48** Details of specific schemes will be contained in LTP3 Implementation Plans. Impacts on heritage, green spaces or habitats will therefore be assessed during early development of any scheme.

## **5.9 SCS Theme 5: Economy and skills**

### **Introduction**

**5.9.1** This LTP will support economic growth and prosperity in Slough which will benefit residents of Slough and the wider Thames Valley. Our strategy is summarised in Box 5E.

**5.9.2** During 2010 we have seen responsibilities for sub-regional economic development shift from the regional development agency (SEEDA) to Local Enterprise Partnerships (LEPs). We want to make certain that our approach to ensuring that transport delivers economic growth works in harmony with our neighbouring authorities. The new Thames Valley Berkshire LEP will provide the sub-regional coordination needed to ensure that this happens effectively.

### **Box 5E How LTP3 will support economic competitiveness**

#### **Tackling congestion**

- Reducing the need to travel through LDF spatial planning and technology.
- Working with partners to upskill the local workforce and promote smarter choice alternatives to the car.
- Enhancing walking and cycling networks and bus infrastructure and the quality and reliability of services to provide more attractive travel choice.
- Managing traffic and parking to minimise stop/start traffic conditions, optimise highway capacity, provide bus priorities, minimise delays and make journey times more reliable.

#### **Better connectivity and access to key economic activity**

- Working with Network Rail and the train operating companies to maximise the benefits of Crossrail and other rail investment and improve western rail access to Heathrow.
- Working with public and private sector partners to develop an integrated, high quality, public transport network linking Slough, Heathrow and other centres of economic activity in the Thames Valley.
- Working with the freight industry to improve facilities and minimise impact of heavy good vehicles.

#### **Making our transport networks resilient**

- Maintaining the road network and adapting it to the impact of climate change.
- Working with the Highways Agency and others to minimise traffic disruption on the local road system arising from motorway diversions.

**LTP Objective: to ensure that the transport system helps Slough sustain its economic competitiveness and retain its position as an economic hub of the South East**

#### **Introduction**

**5.9.3** Reducing traffic congestion and the growth in car travel was a priority during the LTP2 period to allow us to secure more reliable journey times. This aim remains crucial to economic competitiveness for Slough and the wider Thames Valley - increases in road traffic and congestion have numerous and significant side-effects including reduced business efficiency and increased transport costs.

**5.9.4** We will work closely with the LEP, our business partners, the Highways Agency, Network Rail and public transport operators to ensure that transport fully contributes towards sustainable local economic growth. We will also ensure that our transport plans and programmes feed into wider Council initiatives such as job fairs, seminars for small and medium sized companies, job clubs and the Slough Employment Forum.

**5.9.5** There is a crucial relationship between the LTP3 and the Local Development Framework in linking land use and transport planning. We need to ensure that the location, scale and design of development proposals do not place unacceptable demands on the local transport system and that, in turn, the transport system helps support changing business requirements.

**5.9.6** This is especially so in designated 'Areas of Major Change' and 'Selected Key Locations for Comprehensive Regeneration' (see from §5.8.66) as well as in proposals affecting district centres at Farnham Road and Langley and other developments that may have an impact on local economic activity. A key development during the LTP3 period will be the regeneration of the Slough Trading Estate. The first phase of the master plan is focusing office and other development in the Leigh Road Central Core: see Box 5F.

## Tackling congestion

### Introduction

**5.9.7** Our approach to tackling traffic congestion has the following elements:

- reducing the demand for travel by private car;
- better traffic management;
- achieving better connectivity and access to employment;
- ensuring that our transport networks are resilient and adaptable to the impact of adverse weather, accidents, terrorist attacks and the effects of climate change; and

#### **Box 5F Slough Trading Estate— Master Plan for regeneration**

The SEGRO 20-year 'Vision for the Future' master plan aims to regenerate the Trading Estate, creating more than 4,000 new jobs.

Leigh Road Central Core (LRCC) is the first phase comprising offices with a mix of restaurants, cafes and bars, education, hotel and leisure use.

Transport proposals include

- Improved A4 Bath Road / Leigh Road junction to create a new landmark gateway;
- new bridge over the Great Western Main Line, open to vehicles, cyclists and pedestrians with existing Leigh Road bridge retained for pedestrian and cyclists;
- central transport hub served by inter-urban coach services, shuttle services to Slough and Burnham railway stations and new demand responsive services;
- other initiatives to ensure that there is no increase in the level of car commuting into the estate;
- cycle/pedestrian infrastructure, funding for ITS and real time passenger information, a car share system, cycle parking and pool bikes, a car club, funding for UTM.

- building any new highways as a 'last resort' once all manner of demand and traffic management has been implemented.

**5.9.8** These are described below.

### **SC Influencing travel behaviour**

**5.9.9** The ways in which we would influence demand for travel, and encourage use of more sustainable modes are described in detail under SCS Theme 4: Environment, above. Many of the measures which will protect our environment will also support our local economy by reducing congestion thereby improving journey time reliability.

**5.9.10** In summary, we aim to reduce demands on the road system by influencing travel behaviour through:

- our LDF policy of concentrating major development in the town centre where public transport accessibility is greatest;
- up-skilling the resident workforce to reduce the need for out-commuting (see §5.4.26);
- a 'smarter choices' programme to promote alternatives to the car through workplace and school travel plans and wider marketing initiatives (see from §5.7.15); and
- enhancements in public transport, cycling and walking.

**5.9.11** Partnership working with local employers will be crucial in influencing local travel behaviour. This will be particularly important in the regeneration of Slough Trading Estate and we will work closely with SEGRO, the Highways Agency and others on a range of measures to reduce the pressures of car commuting. We see also the need for continuing cross-boundary working with neighbouring authorities through the Thames Valley Berkshire LEP and other mechanisms.

### **Making alternatives to the car more attractive**

#### **CY WK Short journeys on foot and by cycle**

**5.9.12** If more people walked or cycled to work, the

shops and other facilities it would take cars off the road and help reduce traffic congestion. Our walking and cycling strategies seek to make short journeys by these healthy, low carbon forms of transport as attractive as possible. (For more information see from §5.7.27).

### **PT Quality bus services and infrastructure**

**5.9.13** Providing better bus services and infrastructure are at the core of this LTP. If commuters in particular can be encouraged to switch from cars to buses this will make a significant contribution to tackling peak period traffic congestion. Buses have an important role in achieving the high quality public transport network we want to underpin the local economy and enhance the town's connectivity (see from §5.8.43).

**5.9.14** We have made good progress in the last few years through the quality bus partnership (QBP) between the Council and First Berkshire. The changes the QBP has brought about have begun to raise the profile of buses and address the imbalance in attractiveness of bus versus car travel in Slough. The construction of the new multi-modal interchange in the town centre (see §5.5.26) will offer a step change in the quality of many bus journeys to, from and within Slough and, importantly, significantly raise the profile of public transport.

**5.9.15** Our strategy is to work with the bus operators and other partners to invest in infrastructure enhancements and achieve the maximum coverage and frequency of services. We recognise that the bus routes in Slough are a mixture of local services and cross-boundary regional services to key destinations. The latter will be subject to particular attention (see §5.8.43). We propose to roll out further bus infrastructure improvements including:

- on-street bus priority measures;
- raised kerbs at bus stops to provide level boarding and improve accessibility to the network (as part of our accessibility strategy: see §5.4.5);
- improved passenger information and marketing including information at bus stops (see from §5.8.34);
- better security at bus stops and installation

of CCTV on the bus fleet (as part of our community safety strategy: see §5.6.26).

### **ITS NM PT Improving bus punctuality**

**5.9.16** Measures to reduce congestion can also benefit buses and increase journey speeds and reliability. During the LTP2 period we implemented bus priority measures (such as bus lanes and priority at traffic lights – 'SCOOT') to give an advantage to buses in locations where they were particularly prone to delays such as on the A4.

**5.9.17** As part of our bus Punctuality Improvement Partnership (PIP) with the operators we are planning to review the operation of existing bus priority measures and ensure that they are enforceable. We will continue with our programme of installing SCOOT on the A4 west of the town centre and look to reinstate other priorities on the B416 Stoke Road. Bus priorities will be improved in the town centre as part of the Heart of Slough scheme.

**5.9.18** As more bus priority is achieved, there is increasing onus on the operators to run their services according to the timetable by using sufficient vehicles and provide enough layover time at each end of the journey. We look to the operators to review scheduled services, restructure to offer quicker journeys where this is commercially viable and address 'out-of-service' running. We will in our turn review our Traffic Regulation Orders and features such as speed humps and tables which can have an adverse impact on bus speeds (and bus passenger comfort).

**5.9.19** Partnership working with the bus operators during the LTP2 period was on a voluntary basis but we acknowledge that the Transport Act 2008 gives scope to introduce a (statutory) Quality Bus Partnership Scheme to ensure bus operators deliver services to specific standards in return for bus priority and other measures. We will keep the need for a statutory scheme under review.

### **ITS PT SC Better bus travel information**

**5.9.20** When reliability is poor, passengers are particularly reliant on information about when the next bus will arrive. However, even when reliability is improved, providing real-time passenger information



at bus stops or at work or home enhances the quality of the service and passenger choice (see from §5.5.33).

### **PT The importance of rail**

**5.9.21** Good rail services are vital in the overall performance of the local public transport network. Disruption and delay on rail services impacts significantly on the performance of the local road and bus network. We will continue to work with local rail operators, Network Rail and other key stakeholders to promote improved rail performance.

**5.9.22** We aim to get the absolute maximum benefit from Slough's rail connections by making sure that rail is fully integrated into the local public transport, cycling and walking networks. We will encourage bus and train operators to work together to maximise the co-ordination, wherever sensible, of bus services and train arrivals and departures. Slough's walking and cycling strategies also promote infrastructure enhancements on important links to and from railway stations.

**5.9.23** Station enhancements and new ticketing opportunities will add further to the attraction of rail (see §5.5.30).

### **Powered two-wheelers**

**5.9.24** Whilst relatively few Slough residents use motorcycles and scooters, greater use of powered-two-wheelers (P2Ws) could help to alleviate traffic congestion. They also offer increased mobility to those on low incomes, especially 16 to 20 year olds. On the other hand P2W riders are at far greater risk of serious injury as a result of an accident than drivers so measures to promote their use must be carefully considered (see §5.6.9).

**5.9.25** As further bus lanes are implemented, we will examine the case for allowing P2Ws to use them. Providing additional P2W parking provision will also be considered as part of our parking strategy to cater for trips to the town centre. We will also encourage employers to provide secure motorcycle parking facilities together with storage lockers for equipment and clothing, as part of workplace travel plans.

### **The role of taxis and private hire vehicles**

**5.9.26** Taxis (hackney carriages) and private hire vehicles (minicabs) are an important part of our integrated public transport network. The Council's licensing committee determines the number and allocation of hackney carriages in Slough and sets operational guidelines on taxi licensing. We will continue to work with hackney carriage owners and private hire companies to improve the quality of vehicles, level of service and safety of passengers. Within the framework of our parking strategy we will keep the provision of taxi ranks under review, locating them where they can make a proper contribution to an integrated public transport system.

**5.9.27** All major developments likely to generate a significant demand for private hire vehicles will be required to provide satisfactorily located drop off and pick up points off the public highway. As part of company travel plans employers will be encouraged to use taxis where appropriate for business trips.

### **Better traffic management**

**5.9.28** Under the Traffic Management Act 2004 the Council's Traffic Manager has, as far as reasonably practicable, to secure 'the expeditious movement of traffic on the authority's road network'. The Act makes clear that 'traffic' includes all road users including pedestrians.

**5.9.29** In accordance with the Act's 'network management duty' our traffic management work will therefore balance the needs of the car and truck driver with those of bus passengers, pedestrians and cyclists. Through better traffic management we will deliver journey time and reliability benefits to buses. Wherever we can we will reallocate road space for buses, pedestrians and cyclists. This will be key to encouraging more bus use, walking and cycling.

### **ITS NM Network management duty**

**5.9.30** Details of our arrangements for carrying out our 'network management duty' are set out in our Network Management Plan. An important component of this is to develop a more holistic road Network Hierarchy that will enable us to better balance conflicting

demands and aspirations and re-allocate road space to appropriate users in a transparent manner.

**5.9.31** Through our Network Management Plan we will also improve our monitoring of congestion on key routes. This will be based on data from Slough's UTMC system (see §5.8.40) and on other sources that may become available including Real Time Passenger Information Systems.

**5.9.32** We will work with the Highways Agency and the police to minimise delays to traffic due to accidents.

**5.9.33** Other initiatives set out in the Network Management Plan include:

- investigation of expanding our enforcement responsibilities to cover bus lanes, prescribed and prohibited movements and speed limits;
- updating our database of traffic sensitive streets and introducing a process of regular review;
- developing web-based mapping to show all planned traffic management schemes;
- forecasting and assessing the traffic impacts of special events;
- improving the efficiency of street works services; and
- reviewing the network of routes for abnormal loads.

### Addressing key traffic bottlenecks

**5.9.34** There are a number of traffic 'bottlenecks' in Slough where, typically, there is insufficient junction capacity to deal with the volumes of traffic crossing the junction. Providing more capacity on the network as a whole tends to lead to more traffic and the problem recurring. However we will continue a programme of targeted junction improvements aimed at reducing delays but also providing better pedestrian crossing facilities and introducing road safety measures.

**5.9.35** The Heart of Slough master plan includes major redesign of the A4 roundabout at William Street. Junction re-modelling also forms part of the master plan for the Slough Trading Estate to provide a 'gateway'

from the A4, a new road bridge across the main railway line and creation of a Leigh Road 'boulevard'.

### M4 management

**5.9.36** The traffic conditions on the M4 and the traffic entering and leaving Slough via the three M4 junctions within Slough (Junctions 5, 6 and 7) heavily influence local traffic conditions. During the LTP2 period we participated in the Berkshire Strategic Transport Forum (BSTF) M4 Group which provided a single interface with the Highways Agency and co-ordinated local authority initiatives relating to the motorway. We recognise the importance of continuing cross-boundary working of this kind.

**5.9.37** The Highways Agency is considering 'hard shoulder running' (HSR) on the M4 in a similar way as to the current arrangements on the M42 east of Birmingham. Implementing HSR on the M4 could also include coordinating traffic management on the M4 and on the local roads in Slough. We will work with the Highways Agency and neighbouring authorities to improve the interaction between traffic on the M4 and the local road system. This will be an integral part of our network management and ITS. We will continue to use our traffic model for forecasting and assessing the traffic impacts of new development on the M4.

### ITS Using technology to help manage traffic

**5.9.38** Use of better technology can improve the management of traffic across Slough. A major component is the increasing application of Intelligent Transport Systems (ITS) to serve the community and address established and emerging transport needs.

**5.9.39** We want to install a computer system which will enable existing and future ITS systems in Slough to be linked and co-ordinated. The system would have four main functions:

- providing information on traffic and travel;
- monitoring traffic signals and other network management systems;
- controlling traffic signals and Variable Message Signs (VMS); and

- providing links to other activities.

**5.9.40** Investment was made during the LTP2 period in linking traffic signals to the Council's UTM centre and we intend to continue with this programme focusing on the A4, A355 and other key corridors.

**5.9.41** As well as co-ordination of traffic signals we also foresee use of other technologies to improve management of traffic in Slough and improve our provision of information, including:

- VMS on key routes to provide information on schemes and incidences;
- Automatic Number Plate Recognition (ANPR) cameras to monitor journey speeds;
- car parking management (such as CCTV, VMS, access/exit controls, and payment via smartcard or mobile phone);
- tidal traffic flow systems;
- access control to sensitive areas for deliveries;
- dissemination of traffic information to the public via our the Council website, including future street works;
- air quality monitoring;
- road safety measures such as Vehicle Activated Signs (VAS) to control speed, queue protection, and red light cameras;
- management of the bus fleet and linking bus priority at junctions to the UTM centre via the Real Time Passenger Information (RTPI) system;
- Weigh-in-Motion (WiM) sites to monitor overweight vehicles; and
- common storage of live traffic data.

**5.9.42** As part of this work, and in partnership with our neighbouring authorities, the police, Transport for London, BAA Heathrow and the Highways Agency, the ITS platform will enable us to link management of traffic in Slough with other systems including:

- the Highway Agency's Regional Traffic Control Centre and M4 signals;
- those of the emergency services; and
- other local authorities' traffic management systems.

### **AC Better connectivity and access to key economic activity**

**5.9.43** The second strand of our strategy for supporting economic growth is to achieve better connections between Slough and other key centres of economic activity. In the LTP2 we reflected the strategic transport planning framework at that time which consisted of a series of transport hubs in the Thames Valley linked by strategic corridors or 'spokes'. A scheme was drawn up in partnership with other authorities for a Thames Valley Strategic Bus and Coach Network (TVSBCN) to provide fast public transport operating along these 'spokes' to connect key 'hubs' and complement existing and planned rail services.

**5.9.44** We believe that the concept of 'hubs and spokes' remains valid and we will work with our neighbouring authorities and the Thames Valley Berkshire LEP to seek ways of both enhancing the role of the 'hubs' in supporting business activity and improving the performance of the 'spokes' in delivering fast and efficient movement of people and goods. This work will be informed by the TVSBCN proposals and a series of studies carried out during the period of the LTP2.

**5.9.45** We will concentrate our efforts on the strategic corridors connecting the hubs in the town centre and at Slough Trading Estate and serving:

- east-west movement between Slough, Heathrow, London and Maidenhead;
- north-south movement between Slough, Windsor/Bracknell and Beaconsfield/ High Wycombe; and
- north-east – south-west movement between Slough and Uxbridge.

**5.9.46** These are described in turn below.

**5.9.47** Apart from strategic cross-boundary movement along these corridors they fulfil a

crucial role in our accessibility strategy for Slough residents getting to work (see from §5.4.22).

### **East- west strategic corridor: Maidenhead/ Slough/ Heathrow/London**

**5.9.48** Significant changes are proposed for the strategic national corridor formed by the Great Western Main Line and the M4. We will work with Network Rail and the Highways Agency to ensure that the maximum possible benefits are achieved for Slough from Crossrail and 'managed motorway' proposals affecting the M4. The planned arrival of Crossrail services in 2018 is an opportunity to promote a step change in the delivery of rail services to London. Hard shoulder running along the M4 could bring benefits to the Borough in reduced peak hour motorway congestion and potentially lower levels of pollution affecting the AQMAs (see from §5.5.8).

**5.9.49** The Heathrow Airport Surface Access Strategy states that "If Heathrow is to develop successfully into the future, then there is no doubt of the need to address the accessibility of both air passengers and staff as part of the airport's sustainable development".

**5.9.50** Whilst the HS2, Crossrail and Airtrack proposals

would serve passengers wanting to reach Heathrow Airport from the north, east and south, these schemes do not in our view assist people coming from the west. We believe that public transport provision to the west of the airport would be greatly enhanced if a direct rail link were to be provided from the Great Western Main Line to the airport (known as the 'Western Rail Access'). Together with our Thames Valley partners we have investigated two potential routes for a new rail link and we will continue to work with them, the Government, Network Rail, BAA and other interests to take this project forward.

**5.9.51** We realise that the Western Rail Access scheme will be a longer-term solution. In the interim we will carry out further enhancement to bus priority between Slough and the airport (see summary in Box 7G). Our plan is firstly to build on the improvements in quality, frequency and punctuality achieved in the LTP2 period with the Series 7 bus services. We will seek with the bus operators, BAA and neighbouring authorities to introduce limited stop, express services and further opportunities to serve Terminal 5.

**5.9.52** The next stage would be further enhancements along the A4 corridor to create a rapid transit service between Slough and Heathrow, extending west from the town centre to the Slough Trading Estate with scope for an extension to Maidenhead. This rapid transit scheme will involve the installation of additional bus lanes and more priorities at junctions. A technology review will be undertaken to determine what type of vehicle would perform best in terms of operational requirements and cost, ranging from bus to tram.

### **North-south strategic corridor: Slough/ Windsor/ Bracknell**

**5.9.53** The TVSBCN scheme responded to the potential for increasing the journey speed and frequency of bus services between Bracknell, Windsor and Slough, based on enhancing current Greenline services. The Heart of Slough project will assist services along this corridor by delivering benefits for buses at the A4 / Wellington Street junction and we will explore the potential for introducing additional bus priority measures on the A322 Windsor Road.

#### **Box 5G Better connections to Heathrow**

We will work with BAA Heathrow, bus operators, neighbouring authorities and others to achieve better public transport connections to Heathrow.

##### **Short term**

- Enhancements to Series 7 bus services: routes, timetabling, potential limited stop/ express services.

##### **Medium term**

- Creation of rapid transit service along A4 corridor from town centre and Slough Trading Estate with potential extension to Maidenhead.

##### **Longer term**

- Development of western rail access from Great Western Main Line to give direct link to the airport from the Thames Valley and further west.

**5.9.54** We will work in partnership with the bus operator and our neighbouring authorities to pursue the service enhancements put forward in the TVSBCN scheme. Along with this we will work with Network Rail and the train operator to achieve the maximum level of passenger service on the Slough - Windsor Branch.

**North-south strategic corridor: Slough/ Beaconsfield/ High Wycombe**

**5.9.55** The TVSBCN scheme focused on the opportunities for increasing the journey speed and quality of bus services between High Wycombe, Beaconsfield and Slough. In 2009 detailed proposals were drawn up as part of a Department for Transport (DfT) Kickstart bid. Kickstart funding was withdrawn but we will seek to take these proposals forward, focusing on the introduction of additional bus priority measures along the A355 Farnham Road and a link to serve the Slough Trading Estate transport hub. From there services would take advantage of enhancements along the A4 London Road.

**North-east – south-west strategic corridor: Slough/ Uxbridge**

**5.9.56** We recognise the importance of the bus service that connects the town to Uxbridge via Iwer. In partnership with the operator we will identify opportunities for infrastructure and other improvements along this route to encourage patronage growth.

**FM Freight**

**5.9.57** The movement of heavy goods vehicles (HGVs), vans and other commercial vehicles provides a vital service to the local economy and we propose to establish a Freight Quality Partnership (FQP) as a forum for tackling freight issues. Both road and rail freight interests will be invited to participate.

**5.9.58** Managing the local roads used by HGVs to access the strategic road network (such as the motorways) will be critical. With the FQP partners we will review the strategic traffic signing and identify other ways of providing information on appropriate freight routes to businesses and freight operators. This work will be shaped by our joint work with neighbouring authorities and the Highways Agency as

the management of HGV movements in Slough impacts on the wider strategic and local highway network. We will also work with the West London Freight Partnership.

**5.9.59** Deliveries to shops and business premises can cause delay to other traffic and, in turn, general traffic congestion can interrupt the movement of lorries and vans. We will work through the proposed FQP to identify ways and means of overcoming problems.

**5.9.60** There is a shortage of secure lorry parking and facilities for servicing and overnight rest for drivers in Slough. With the proposed FQP we will explore every opportunity for improving the situation.

**5.9.61** A planning application has been submitted by Goodman Logistics Development (UK) Ltd for a rail-connected regional distribution centre in the Green Belt and Strategic Gap north of Colnbrook Bypass known as the 'Slough International Freight Exchange' (SIFE). The application includes proposals for up to 25% of freight (by tonnage) passing through the site to arrive by rail from sidings connected to the existing Colnbrook branch line of the Great Western Main Line. This will need to be considered through the development control process including an assessment of the potential impact of HGV flows on to the local road network.

**Broadband**

**5.9.62** Upgrading broadband will be important to increase the economic competitiveness of Slough. To support development of digital infrastructure we will:

- promote and assist with the review and implementation of high speed tele-conferencing hubs to be placed in employment locations across the Borough to reduce the need for business travel;
- set a minimum standard for the specifications of broadband in new developments; and
- set requirements for the provision of travel information points in new homes with real time public transport information.

**AM Adaptable Network**

**5.9.63** The third strand of our strategy for supporting economic growth focuses on the resilience and

adaptability of our transport networks. Maintenance of our local roads is vital to Slough's economy and the Transport Asset Management Plan (TAMP) sets out our approach to asset management. We will further develop our asset management strategy taking into account the recommendations put forward in the CIPFA code of practice. Short term action will include further work on:

- lifecycle planning;
- valuation and depreciation; and
- levels of service.

**5.9.64** We intend to improve our contingency planning and our incident management by:

- continuing to participate in the Thames Valley Local Resilience Forum;
- developing a transport infrastructure contingency plan which will fit under the umbrella emergency plan document;
- formalising existing contingency plans;
- investigating the development of other contingency plans, including prioritising key routes, infrastructure risk, flooding locations, and diversionary routes;
- ensuring all parties involved in contingency planning and incident management have the information they require, e.g. diversionary route plans;
- developing an efficient system for communicating information on incidents to the public, via various media means and road signs; and
- continually reviewing the Council's own contingency planning and incident management.

**LTP Objective: to facilitate the development of new housing in accordance with the LDF**

### Land use planning

**5.9.65** Policy 7 of the Local Development Framework (LDF) Core Strategy seeks to reduce the need to travel to widen travel choices, improve road safety and address the impact of travel on air quality and climate change. It also requires new proposals to contribute to improving transport infrastructure, and restrain

car parking. Core Policy 4 (Housing) requires that high density housing should be located in Slough Town Centre, with new housing outside the town centre consisting predominantly of family housing at densities related to the accessibility and availability of existing and proposed local services, facilities and infrastructure. Core Policy 10 (Infrastructure) requires new development has or will be provided with sufficient on and off-site transport infrastructure.

**5.9.66** This LTP3 encouraged and facilitates the delivery of new housing as set out in the LDF Core Strategy, including the 'Areas of Major Change' involving regeneration in the town centre and at Britwell and urban extensions for housing at Cippenham and Upton.

**5.9.67** Detailed proposals for these 'Areas of Major Change' together with 'Selected Key Locations for Comprehensive Regeneration' and other land use proposals are set out in the LDF Site Allocations Development Plan Document (DPD). The DPD was adopted November 2010.

**5.9.68** Through the development control process we will work with our planning partners to ensure that new housing developments are designed to achieve:

- maximum travel choice and the minimum adverse impact from traffic generation;
- appropriate provision for, and promotion of, walking and cycling; and
- maximum access to appropriate bus services and, where necessary, provision of pump-priming funding.

**5.9.69** Where necessary we will forecast and assess the traffic impacts of development proposals and require them to be amended should they fail to achieve these criteria.

### Chapter references

<sup>1</sup>DFT (July 2009) Low Carbon Transport: A greener future

<sup>2</sup>For more information see the Slough Carbon Management Plan 2009-2014 and the Slough Climate Change Strategy and Action Plan.

<sup>3</sup>DFT (2009) Delivering Sustainable Low Carbon Travel







# 6

## Monitoring progress



## Ch. 6 - Monitoring progress

### 6.1 The importance of monitoring

**6.1.1** The LTP3 strategy will bring about changes in our transport networks and the way people travel to support our overarching objectives (see Chapter 3). These changes are encapsulated in our transport objectives which, in turn, were shaped by our long-term vision of the future of transport in Slough.

**6.1.2** Over the lifetime of this LTP3 we expect to see changes in travel behaviour, and perceptions of quality of travel, as a result of delivering the measures set out in the 2011/12 Interim Implementation Plan and the more comprehensive Implementation Plan for 2012/13-2014/15 and for subsequent periods..

**6.1.3** In order to assess whether the measures are having the impacts we expect them to have, it is important to have a clear approach to monitoring progress towards our goals. By doing so, we can check where the programme is working well and equally importantly, where it may be necessary to change our approach to make sure we achieve our objectives (as shown in Figure 6.1). Such an approach was established at the time of writing our second LTP in 2005 and we intend to continue with a similar monitoring and review strategy for the foreseeable future.

**6.1.4** A further important part of the process of developing our LTP has also been identifying the key

risks associated with all elements of our strategy, objectives and programme. Understanding the risks associated with the delivery of our objectives and targets, combined with good monitoring, will help us stay on track to meet our objectives.

### 6.2 Indicators

#### Introduction

**6.2.1** Progress has been measured during the LTP2 period using a set of performance indicators and targets which are regularly reported<sup>1</sup>. Indicators are a description of the outcome being measured (for example the number of bus passengers per year) and the target is a point or level we wish to reach, normally numerical (for example, four million).

**6.2.2** These indicators are intended to measure progress towards achieving our transport objectives. It is important that the indicators are linked to one or more objectives so that it can be seen to which objective(s) each indicator relates.

#### Setting the indicators

**6.2.3** The Council already operates a robust monitoring programme based around 23 performance indicators. These indicators were carefully selected during preparation of our second LTP and comprised what were then:

#### Chapter summary

Monitoring progress is important to make sure that the measures we are implementing are having the effects we expect. We will monitor progress using performance indicators, each of which relates to a different transport issue such as road safety, bus punctuality or mode of travel to school. The indicators we are using are largely based on those in LTP2 as this allows us to measure progress against previous experience. Over time, we may choose to change some of the indicators to reflect the types of schemes we are delivering.

Each performance indicator monitors progress against one or more of our LTP3 objectives and each LTP3 objective is monitored using more than one performance indicator. In this way, we can form a robust view of the impacts that our work is having in the real world.

Our investment in transport will also bring benefits in terms of many of the other indicators which the Council monitors.



Figure 6.1 The role of monitoring

- **mandatory LTP2 indicators:** a number of indicators which were set by the Department for Transport (DfT) which all local transport authorities were obliged to use to monitor LTP2;
- **BVPI indicators:** ‘best value performance indicators’ set by the Audit Commission which all local authorities were required to report progress on (the transport indicators were only part of a much larger set of BVPIs); and

- **local indicators:** additional indicators chosen by the Council to fit our corporate and transport objectives, some of which were also BVPIs.

6.2.4 During the LTP2 period, a new set of 198 ‘National Indicators’ was introduced. From these, the Council in 2008 selected 36 to report on progress through the Local Area Agreement (LAA), of which three relate directly to transport (see Chapter 3).

6.2.5 The Coalition Government is proposing to replace the National Indicators with a ‘Single List’ of local government data requirements to be introduced from April 2011. However, it is open to local authorities to supplement these with local indicators so that we are accountable locally and able to publish data which can be benchmarked<sup>2</sup>.

6.2.6 We consider that the indicators set for our LTP2 remain valid today and that there is considerable value in retaining a largely unchanged indicator set into the LTP3 period. This will allow us to continue to measure performance and provide a useful historic record of progress since 2006.

### Slough's transport indicators

6.2.7 Our provisional list of indicators is shown in Table 6.1 along with the latest recorded baseline position. We will refine the list once the national ‘Single List’ has been approved. Table 6.2 demonstrates which indicators will measure progress against each objective. Many indicators will be used to measure progress towards a number of objectives and progress towards each objective may be measured using more than one indicator

### Other relevant LAA indicators

6.2.8 The indicators in Table 6.1 relate to specific transport outcomes which we are seeking to bring about as they are intended to help us monitor the direct impacts of our programme. However, transport is not an end in itself – the focus of this LTP, and on the measures which emerge from it, is to ensure that transport makes the maximum contribution to achieving the goals set out in our Sustainable Community Strategy relating to community cohesion, economy & skills and so on.

Table 6.1 LTP3 performance indicators

Code	Summary	Old code	Baseline
NI 175a	% of population within 45 minutes morning peak public transport journey to Heathrow Airport	N/A	59% in 2010 *
NI 175b	Bus passenger journeys to Heathrow Airport commencing in Slough	LTP1	2.7m in 08/09
NI 47	Road accident casualties (killed or seriously injured)	BV 99a	35 in 2009
NI 48	Road accident casualties (children killed or seriously injured)	BV 99b	6.2 avg. 2005-09
BV 99c	Road accident casualties (slight injuries)	BV 99c	536 in 09
NI 177	Local bus passenger journeys originating in Slough	BV 102	4.8m in 08/09
BV 187	Condition of surface footway	BV 187	12% in 09/10
NI 168	Principal roads where maintenance should be considered	BV 223	9% in 08/09
NI 169	Non-principal classified roads where maintenance should be considered	BV 224a	8% in 08/09
BV 224b	Unclassified roads where maintenance should be considered	BV 224b	12% in 09/10
LTP2	Area wide road traffic mileage (excluding trunk roads)	LTP2	411m miles in 2009
LTP3	Number of cycling trips (at a sample of sites, 3 year rolling average)	LTP3	1.03 in 2007-09 (index, 2005=1.00)
NI 198	% children travelling to primary schools by non-car modes	LTP4a	58% in 08/09
NI 198	% children travelling to secondary schools by non-car modes	LTP4b	61% in 08/09
NI 198	Car mode share for schoolchildren aged 5 to 16		36% in 08/09
NI 178a	% of buses leaving on time (services with less than 6 buses per hour)	LTP5	81% in 08/09
LTP6	Vehicles entering town centre during the morning peak	LTP6	31,548 in 08/09
LTP8	Annual mean NO <sub>2</sub> levels (average at two sites)	LTP8	34 ug/m <sup>3</sup> avg. 06-09
SL1	Number of public long-stay car parking spaces in town centre	SL1	2,050 in 2009
SL3	Number of walking trips (at a sample of sites)	SL3	1.01 in 2010 (index, 2002=1.00)
SL6	Temporary road closures per kilometre of traffic sensitive roads	SL6	0.2 in 08/09
SL7	% of pedestrian crossings with facilities for disabled people	SL7	82% in 06/07
SL8	Footpaths and Rights of Way easy to use by the public	SL8	94% in 2009

Table 6.2 Performance indicators and LTP3 objectives

		TRANSPORT INDICATORS																						
		NI 175a	NI 175b	NI 47	NI 48	BV 9cc	NI 177	BV 187	NI 168	NI 169	BV 224b	LTP2	LTP3	NI 198	NI 178a	LTP6	LTP8	SL1	SL3	SL6	SL7	SL8		
TRANSPORT OBJECTIVES	Reduce transport's CO <sub>2</sub> emissions & make the transport network resilient to the effects of climate change	✓										✓	✓	✓	✓	✓		✓	✓				✓	
	Mitigate effects of the transport system on the natural environment, heritage and landscape											✓		✓				✓						
	Reduce traffic accidents involving death or injury			✓	✓	✓																		
	Minimise the opportunity for crime, anti-social behaviour & terrorism & maximise personal safety						✓						✓							✓				✓
	Protect and improve personal health		✓				✓						✓	✓				✓		✓				✓
	Minimise the effect of high levels of noise	✓						✓	✓	✓	✓													
	Achieve better links between neighbourhoods and to the natural environment.		✓				✓						✓							✓				✓
	Improve the journey experience of transport users		✓				✓	✓	✓	✓	✓		✓		✓					✓	✓			✓
	Ensure that transport helps Slough maintain its economic competitiveness	✓	✓				✓	✓	✓	✓	✓				✓							✓		
	Facilitate the development of new housing in accordance with the LDF		✓				✓					✓					✓							✓
	Make sustainable travel options accessible to all		✓				✓					✓				✓							✓	✓
	Enhance social inclusion & regenerate deprived areas	✓	✓				✓																	✓

6.2.9 Therefore, in addition to the transport-specific indicators, there are a number of other indicators in our current LAA which represent outcomes which better transport can help to bring about. These are shown below.

**Community cohesion**

- NI 5: Overall/general satisfaction with the local area.
- NI 35: Building resilience to violent extremism.

**Health & well-being**

- NI 8: Adult participation in sport.
- NI 56: Obesity among primary school age children in year 6.
- NI 57: Children and Young people's participation in high quality PE and sport.
- NI 124: People with LTC supported to be independent.
- NI 121: Circulatory disease mortality.

**Safer communities**

- NI 20: Assault with injury crime rate.
- NI 17: Perceptions of anti social behaviour.
- NI 45: Young offenders' engagement in suitable education, employment or training.
- NI 110: Young Peoples' participation in positive activities.
- NI 144: Offenders under probation supervision in employment at the end of their order or licence.

**Environment**

- NI 186: Per capita CO2 emissions in the LA area.

**Economy & skills**

- NI 117: 16 to 18 year olds who are not in education, training or employment.
- NI 163: Working age population qualified to at least level 2 or higher.
- NI 164: Working age population qualified to at least level 3 or higher.
- NI 152: Working age population claiming out of work benefits.

**6.2.10** The Coalition Government's decision to discontinue the National Indicators<sup>3</sup> and replace them with the Single List of data requirements means that there is likely to be some change in the indicators we use to measure performance in these wider areas although we are keen to retain consistency wherever possible.

## 6.3 Targets

**6.3.1** In LTP2 we set two targets for each of the transport indicators namely:

- a five year interim target (to be achieved within the lifetime of LTP2, namely by 2011); and
- an aspirational longer-term target reflecting our vision, but with no fixed deadline.

**6.3.2** This, our third LTP works to different timeframes in that this Strategy Document covers the period to 2026 whilst Implementation Plans will cover shorter periods, an interim plan for 2011/12 followed by a more comprehensive one for the three years from 2012/13 to 2014/15.

**6.3.3** We see the value in continuing to set targets, but with a greater emphasis on using assessment of progress towards the targets to influence our shorter-term priorities for investment. In this sense, the targets will be more operational and will be kept under review and modified to remain challenging, yet achievable in response to changes in funding, our ability to deliver, the outcomes we observe and to changing priorities.

**6.3.4** For this reason, we intend to publish our first set of operational targets as part of our LTP3 Implementation Plan 2012/13-2014/15 and subsequently through LTP3 Progress Reports and/or further LTP3 Implementation Plans.

## Chapter references

<sup>1</sup>Most recently in the LTP2 2008 Mid-Term Progress Review .

<sup>2</sup>This approach is in line with the suggestions in the January 2011 transport White Paper that authorities should continually look to improve their performance.

<sup>3</sup>DCLG announcement in October 2010.







# 7

## Implementing the strategy



## Ch. 7 - Implementing the strategy

### 7.1 Introduction

**7.1.1** Our LTP3 strategy covers a fifteen year period to 2026. However, delivery will need to be phased over shorter periods, especially in the face of national economic uncertainties. Our phased approach is described in the LTP3 Interim Implementation Plan (IP) which focuses on 2011/12. This will be followed by a more comprehensive IP, for the three financial years 2012/13 to 2014/15. These form sister documents to the LTP: see Figure 7.1.

**7.1.2** The IPs will set out business plans indicating what schemes and measures we intend to deliver and an outline of proposals for future years. This chapter provides a summary of our approach.

### 7.2 Funding

**7.2.1** Each year during the LTP2 period we spent between £2.0 and £4.8 million of capital funding on local transport projects (such as bus lanes and road safety projects) and between £1.0 and £1.5 million per annum on highway maintenance. Over this same period, the amount of money we spent on running our transport networks (the 'revenue expenditure') grew from £5.2 million in 2006/07 to over £7 million in 2010/11.

**7.2.2** Governance guidance on the levels of capital and revenue funding available for the first four years of the LTP3 period was published in December 2010. The Interim 1-year IP and the full 3-year IP will be based on these funding levels. We will continue to put emphasis, as we did in LTP2, on achieving value for money.

**7.2.3** In addition to spending the capital 'block funding' we receive from the Department for Transport (DfT) for local transport and maintenance schemes, our programme for the first four years will include projects funded from other sources. Chief amongst these is the provision of transport infrastructure for the Heart of Slough and the enhancement of Slough railway station in readiness for the 2012 Olympics (see Chapter 5). The IPs will also outline schemes that we anticipate being delivered through developer funding.

Years	Implementation	
2006/07	Second Local Transport Plan	
2007/08		
2008/09		
2009/10		
2010/11		
2011/12	Interim LTIP	Third Local Transport Plan Programme
2012/13	LTIP 1	
2013/14		
2014/15		
2015/16	LTIP 2	
2016/17		
2017/18		
2018/19	LTIP 3	
2019/20		
2020/21		
2021/22	LTIP 4	
2022/23		
2023/24		
2024/25	LTIP 5	
2025/26		

Figure 7.1 Phased approach to implementing LTP3

### 7.3 Delivering against objectives

**7.3.1** The LTIP needs to be realistic and deliverable, whilst promoting schemes and measures that make a contribution to achieving our objectives and targets. Figure 5.1 shows how each of our strategy components contributes to the LTP3 objectives. In Chapter 5 we described how these components form a 'toolbox' from which we would pick schemes and measures to go forward into the implementation programme.

**7.3.2** The IPs aim to clearly set out our investment priorities for delivering our programme and initiatives over the next four years. Preparation of the IPs will also be influenced by the Strategic Environmental Assessment and the Council's corporate planning process.

**7.3.3** Whilst the IPs concentrate on the first four years we look further ahead in acknowledgement that the delivery of many schemes requires long lead in times.

### 7.4 Managing the programme

**7.4.1** In the full 3-year IP we will describe our approach to programme and risk management, building on our experience during the LTP2 period, the Council's wider initiatives in these areas<sup>1</sup> and DfT advice<sup>2</sup>. Our programme will be flexible and capable of accommodating changing circumstances such as funding and Government policies.

**7.4.2** We intend to monitor the programme on a regular basis to assess the progress being made towards the operational targets we describe in Chapter 6.

#### Chapter references

<sup>1</sup>Such as our corporate risk management processes

<sup>2</sup>DfT (2009) Good Practice Note on LTP3 Programme and Risk Management,

