

CHAPTER 3

Longer term strategy, objectives, initial aspirational targets and resources

Introduction and overview

3.1 Using the analysis of problems and opportunities carried out in Chapter 2, we have identified what we should give priority to if transport is to contribute properly to the wider agenda. This chapter starts by setting these priorities into a longer-term transport strategy and then turning the priorities for the next five years into clear LTP objectives. Then it sets initial aspirational targets for the degree of improvement in each objective which will be necessary to meet our wider aspirations.

3.2 The extent to which we can meet the initial aspirational targets will depend on:

- The value we can add by working effectively with partners
- The financial resources we have available
- The value for money which we can add by effective procurement and delivery
- The different measures we can take to bring about improvement
- The value for money each offers in bringing about cost-effective improvement.

3.3 This chapter therefore also describes how we will work effectively with partners, the financial resources we are likely to have available, and our approach to value for money. It finishes with background information on the development of strategies and proposals. This is developed further in Chapters 4 to 9, which assess all the measures we could potentially use. The measures are assessed against the objective they contribute to most, with one objective to each chapter, although many measures will contribute also to one or more additional objectives. In each case, we assess the measure for its availability and its likely cost-effectiveness in meeting our targets before describing how it can be deployed.

3.4 To fulfil the Longer Term Transport Strategy we need to ensure progress is made against all our priorities. In addition, we need to take opportunities to contribute to tackling wider problems, such as reducing crime and improving public health. Chapter 10 describes how we contribute to these wider quality of life objectives and Chapter 11 details our five year implementation programme, based on obtaining best value from all the available measures. It also shows how our two proposed major schemes will add further value in meeting our objectives if they secure government funding.

3.5 Chapter 12 pulls together all the preceding analysis to show to what extent we can meet the initial aspirational targets for all the objectives, with the resources and measures available to us. The confirmed set of targets is then expanded to present a full picture of our work in LTP2 and is linked to our framework for performance management.

The Longer-Term Transport Strategy

3.6 Our Longer-Term Transport Strategy must ensure that the transport system can meet the many demands placed on it in the future. It must reflect the aspirations of our stakeholders and particularly our Community Strategy aim of making Leicestershire **“a vibrant and thriving county in which to live, work and play, where people have access to quality services and which looks to the future by maximising opportunities for its young people”**.

3.7 To support and help deliver this vision, our aim for transport is **“to achieve a transport system for Leicestershire which meets our requirements for access and economic development in a way which seeks continuous improvement in sustainability and people’s quality of life”**. This was our aim in LTP1 and it is as relevant today and for our long term strategy as it was when we developed LTP1.

3.8 In developing our longer-term strategy to achieve this aim, we have learned from what has worked well in LTP1 and, as importantly, what has not worked so well. We have also taken into account the changing context within which our strategy must be developed, and both the current problems and opportunities and those which we anticipate will arise in the future. These were outlined in Chapter 2 and more detail is given in later chapters, particularly those setting out how we will deliver our LTP2 objectives.

3.9 To achieve our aim for transport, our longer term strategy must deliver the following objectives:

- **To provide the right conditions to support and encourage economic growth.** This will require continued work to tackle congestion, improve both local and longer distance access and integrate transport and land use planning fully both locally and in the region
- **To improve access to facilities for all.** This will require continued investment in bus services and walking and cycling, as well as effective management of land-use planning decisions
- **To reduce transport’s impact on the environment.** This will include not only local pollution and traffic nuisance issues but also an increasing focus on our contribution to national efforts to reduce global warming
- **To keep transport safe.** This will require the continuation of our excellent progress to date in making our roads safe and helping to encourage more walking and cycling
- **To make sure that our highway assets are properly maintained and renewed for the long term.**

3.10 In pursuing these objectives we will need to follow national and regional guidance as it develops. For the moment that is particularly the guidance in the July 2004 White Paper “The Future of Transport”. This calls for a transport system in 2030 with:

- The road network providing a more reliable and freer-flowing service for both personal travel and freight, with people able to make informed choices about how and when they travel
- The rail network providing a fast, reliable and efficient service, particularly for interurban journeys and commuting into large urban areas
- Bus services that are reliable, flexible, convenient and tailored to local needs
- Making walking and cycling a real alternative for local trips.

3.11 The following sections of the longer-term strategy cover each of the objectives listed above.

Helping economic growth

3.12 For the improvements envisaged in the regional economic strategy to take place, we need a transport system that ensures people with the right skills can access appropriate jobs and that freight can move freely. Amongst the important building blocks for this:

- Continuing emphasis on developing bus services both as a means of providing access for all and as an alternative to the car in combating congestion
- Working with the rail industry to ensure that rail services, local and intercity, play their full part, with hopes that in the longer term a further expansion of service levels will again be possible
- Again working with the rail industry to maximise the use of rail for freight, and close association with the road freight industry to plan improved HGV access with minimum nuisance, using control systems that may depend on future technology for implementation
- Continuing emphasis on managing our existing road system effectively so as to tackle congestion and to make the best use of existing capacity, with the focus on high technology information and control systems. New road construction will not generally be appropriate but there are a few cases where new roads might contribute significantly to tackling congestion and hence promoting economic growth. One potential example may be the completion of the Leicester Outer Ring Road by construction of the Eastern District Distributor Road.

3.13 In planning these improvements we need to be aware that many of the new jobs will be in Leicester city centre and we will therefore need to ensure that our delivery strategy remains fully integrated with that of Leicester City Council. The following paragraphs give more detail on these and other building blocks.

Rail passenger services

3.14 The rail industry has been going through a period of considerable difficulty, with the result that nearly all efforts are focussed on the maintenance and renewal of existing assets rather than on expansion. This means that previous County and City Council plans for expanded local passenger rail services do not look realistic for the foreseeable future and our efforts must go to securing the best value from the existing rail network and services. In the medium term, therefore, our focus will be on improving interchange, information and through ticketing and pressing for proper integration of local rail services including the stage 1 Ivanhoe service between Leicester and Loughborough.

3.15 Although a significant expansion of local rail services appears unachievable, we do plan a further local rail station at Blaby, an important railhead location which can contribute significantly to tackling congestion and improving access to Leicester, and which can be readily served by an existing local rail route. We will also safeguard the route of the Leicester to Burton railway, against the possibility that in the longer-term a cost-effective passenger service reinstatement on that line may be achievable.

3.16 In the longer-term we hope that the rail system will again be capable of expansion. Higher frequency local services, and potentially more local stations, could offer much as a means of combating congestion. Improving intercity services will help to underline the economic strength of the County.

Rail freight

3.17 The draft Regional Freight Strategy has set a target for an additional 30 freight trains per day starting or terminating in the East Midlands region. We will use our best endeavours to support this target in the medium-term, and we see scope for a significant Leicestershire contribution towards the additional trains. This would involve increasing volumes of aggregates being carried by rail over long distances from the existing stone quarry terminals.

3.18 In the longer term there is likely to be further emphasis on the environmental advantages of rail freight for bulk haul and we will work with the industry to promote this. A number of factors are likely to move in favour of rail freight in the long term, including fuel costs, the increasing unpredictability of trunk road journey times and more use of planning conditions to get freight on rail. We need to ensure that we are effective in helping to build on these opportunities.

3.19 In line with the regional freight strategy, we will also support both increased capacity for east-west rail freight and the development of a major inter-modal freight terminal for the three cities and the airport, working with the rail industry and neighbouring authorities to help deliver these. Local government engagement in improvements to rail freight is not yet at the level it should be and we will work with partners to improve this through the proposed new regional freight advisory group.

Road user charging and workplace charging levies

3.20 We are already working with the five other transport authorities in the Three Cities sub-region to bid for pump-priming funding from the government's Transport Innovation Fund. This will allow us to explore in detail how road user charging could contribute to tackling congestion and help to fund attractive public transport alternatives. There appears to be a growing consensus that the introduction of road user charging nationally is inevitable, given the contribution of increasing congestion and growing concern over both resource depletion and global warming. It will be essential to ensure that the introduction of road user charging in the Three Cities sub-region, if it goes ahead, will not put us at an economic disadvantage relative to other regions and that it will be accompanied by comprehensive investment in public transport to ensure that access to facilities is not restricted.

Increased employment

3.21 We expect economic growth to lead to increased overall levels of employment. As outlined earlier, new allocations for employment sites have already been made in the Structure Plan for the period up to 2016 and more will be required thereafter. The relationship between employment locations and transport provision will become increasingly critical, to the extent that transport will become an even more important factor in location decisions. This will require fully integrated planning with the District Councils and Leicester City, and a further emphasis on ensuring that new development fully compensates for the transport problems it may cause. The issue will be particularly critical for the major new employment planned in Leicester city centre.

New housing

3.22 Similar considerations will apply to new housing. Whilst we expect that much of the new housing in Leicestershire will be near to main centres, and only partly dependent on car travel, this scale of development will place considerable pressure on the transport system. It is currently anticipated that up to 4,500 homes may need to be allocated in local development frameworks on new greenfield sites in Leicestershire. There will be substantial housing growth in Leicester, with consequences for transport in adjacent parts of the county which must be planned for. Again, only the closest possible integration of planning and transport decisions will ensure proper provision as pressure on the transport system grows.



Nottingham East Midlands Airport (NEMA)

3.23 The most intense growth in transport movements in Leicestershire could arise at NEMA, where passenger numbers, freight volumes, and employment levels may double or triple in the longer term. Policies regarding aircraft movements are outside the scope of the LTP, but better access by public transport and road traffic expansion are of current and longer-term importance, as highlighted by the regional strategies. Proposals for this will be a vital component of the airport's Master Plan with its revised Surface Access Strategy.

3.24 An encouraging start has been made with recent decisions by the airport, with emda funding, to improve radically the direct bus service to Loughborough and hence by bus or rail connection to Leicester. This was based on a strategic study, joint-funded by the airport and the adjoining local authorities. The service was extended in July 2005 to 18 hours a day operation using Kick Start/emda/NEMA and local authority funding. Further improvements to this service are proposed in 2006 when it is extended to hourly operation 24 hours a day, with a half hourly peak period service, and served by a larger, low-floor fleet. This will ensure that high quality bus transport compensates for the otherwise entirely car-dependent access to the airport. The new East Midlands Parkway station will help with this objective and, in the much longer-term, there may be a case for a fixed rail link direct to the terminal building and other airport employment locations.

3.25 The multi-modal studies for the region examined the future traffic generation from the airport. The proposals in the studies for the M1 and the A42 are predicted to be capable of coping with growth over the medium-term but, beyond that, much will depend on our joint ability to increase greatly the proportion of people accessing the airport by public transport.

Improving access to facilities

3.26 The progress we have made so far with our hourly bus services network and other initiatives must be just the starting point in for the longer-term strategy. This needs to produce a stable network of frequent and high quality bus services as an essential part of basic infrastructure, in the same way that electricity cables or gas mains are. Only by securing this will we provide the excellent access which is necessary now to combat social exclusion and will be necessary increasingly in the future to provide a less polluting alternative to using the car. Within the overall objective, we must ensure continued sensitivity in planning so that bus services are particularly suited to those who remain in need.

3.27 Similar arguments apply to our networks of safe cycle routes, footways and footpaths, all of which need to be a fundamental part of the infrastructure.

3.28 Decisions on the location of new housing and employment development, and other facilities, have little impact on the ease of access in the short term, but in the long -term their cumulative impact can be considerable. We therefore need to ensure that criteria for maximising ease of access are built into all future land use planning through the local development frameworks, including not only those of the Leicestershire districts but also that of Leicester City Council.

Reducing transport's impact on the environment

Pollution from transport

3.29 Legislation for cleaner exhausts, and other measures, are helping to reduce the problem of local exhaust pollution, though increasing traffic will worsen the situation again in the long term if there is not further emissions legislation. The wider issue of transport CO₂ emissions and their contribution to global warming is, however, a major emerging problem.

3.30 Many of our other investments will help reduce the impact of transport on the wider environment, particularly improvements to public transport, cycling and walking as alternatives to car use, and land use planning which places people and the facilities they need to use closer together. All this can contribute also to reducing CO₂ emissions, but the most effective action must come at government and European Union level through emissions legislation and further fiscal measures. Our role will be to do all we can to provide effective networks for bus and rail travel, cycling and walking, and to reduce the need for travel through land use planning and workplace travel planning. In this way we can best help to prepare for changed circumstances in the future.



Nuisance from transport

3.31 Although vehicles may become quieter and less polluting, the problems they create for local communities will remain. We see effective speed management as a necessity for the foreseeable future though perhaps, in the longer-term, high technology solutions will be introduced to control vehicles to appropriate speeds and avoid the necessity for the crude if effective techniques of traffic calming. Bypasses, another approach to reducing traffic nuisance, are considered below.

Bypasses

3.32 Continued traffic growth will exacerbate existing traffic nuisance in a number of our towns and villages. We are convinced of the case for a continuing modest programme of bypass construction over the long-term, when this is the only means available to reduce traffic's adverse effect on the local environment. Following the construction of bypasses for Ashby-de-la-Zouch and Rearsby as part of LTP1, our immediate priority is to gain early DfT approval and funding for the Earl Shilton Bypass. This has completed all the statutory processes, will bring relief from the major current traffic problems in the town centre, and had over 80% support during consultation.

3.33 We believe there is a strong case for a number of further bypasses to be delivered in the longer-term:

- Kegworth, as part of the Highways Agency's proposals for M1 widening
- Melton Mowbray, probably with significant developer funding and as the first stage in creation of a full ring road.

3.34 We also intend to investigate further the case for bypasses for:

- Kibworth (substantial traffic nuisance in the village and this is the only community on the A6 not bypassed between Leicester and the A14)
- Lutterworth - by completion of the Western Relief Road (substantial traffic nuisance, despite the completion of the southern bypass, and air quality is predicted to remain above the EU threshold (see Chapter 7))
- Wymeswold and Sharnford (neither community can be excluded from the lorry route network but both suffer substantial nuisance from HGVs)
- Syston (has western and northern bypasses, but still suffers continued nuisance from through traffic).

3.35 In all cases the bypasses would reduce the adverse impact of large volumes of traffic passing through the built-up areas and would improve road safety. All proposals will be examined and developed to ensure that the environmental impacts of the new road, and their mitigation, will be outweighed by the community environmental benefits. Strong local public support will be a pre-requisite for promoting any scheme.

Keeping transport safe

3.36 We have achieved a great deal with our partners in reducing the number of road accident casualties, but numbers are still unacceptably high and this must remain a priority for the long term. We will continue to develop our long-established approach to road safety measures involving education, engineering and enforcement. We have also issued new guidance to developers, to ensure amongst other things that safety is integral to highways constructed with new development.

Maintaining and renewing transport assets

3.37 Funding restrictions have in the past made it difficult to plan long-term to maintain assets in good condition at minimum cost. This should now be changing with the introduction of transport asset management planning. We will work over the long term to ensure that our asset management planning remains effective and that adequate finance is made available. For the medium term, we already plan to spend a high proportion of LTP capital funding on the renewal of transport assets including carriageways, footways, cycleways, rights of way, bridges, street lighting, bus infrastructure and traffic signals. We will plan in the light of increasingly sophisticated analysis of maintenance requirements as we develop our first asset management plan.

Priorities for the next five years

3.38 We devised our draft priorities for the next five years firstly from the requirements set out in the Longer-Term Transport Strategy described above, and secondly from our knowledge of immediate pressures. Both are influenced by government and regional guidance and by the views of other external stakeholders. In producing the LTP priorities we need to draw a careful balance between these, seeking to solve today's problems in a way that is consistent with what we need to do over the longer-term.

3.39 Our draft priorities were included in consultation conducted in autumn 2004 and the positive results of that consultation have given us the confidence to confirm these.

Six priorities for LTP2

3.40 On the basis of our consultation, we have confirmed the priorities for LTP2, as set out in the following paragraphs.

3.41 Given current congestion problems, particularly in the City and urban Central Leicestershire, and also in Loughborough, we need to give priority to **tackling congestion**. This is not just about existing congestion but also about potential worsening through new development: it is therefore essential to tackle potential congestion in our transport planning work on local development frameworks with the District Councils. This will be a major task early in the LTP2 period, and in addition will require the testing of land-use options in terms of quantified **access to facilities**. Our other work on improving access to facilities must include quantified action plans to help people from deprived communities with improved access, as well as continued development of our work to improve access more generally. These first two of the six priorities will also be at the forefront of our involvement with the master plan for Nottingham East Midlands Airport.

3.42 We will continue our work in **reducing road casualties** and **improving air quality**, noting the strong linkage between tackling congestion and improving air quality. **Reducing the impact of traffic** remains a significant local concern and we need to continue our programmes of speed reduction and other measures to reduce the impact of traffic. Bypass proposals will require investigation and consultation during the LTP2 period if they are to become contenders for construction in subsequent LTPs.

3.43 During the LTP2 period, we will develop our approach to **transport assets** in detail and take it forward by the formulation of our first Transport Asset Management Plan. This will take a fully strategic and long-term view of renewal options and arrive at an optimum programme for the whole-life maintenance of each type of asset.

Overall objectives

3.44 The six priorities each need an individual defined strategy, with proposals for implementation by the County Council and our partner organisations. Only this way do we have a basis for planning how the range of local transport resources can best be directed towards the priorities, and suitably deployed in practice. Before deciding on the strategies and proposals, we need to turn each priority into a clear LTP objective.

3.45 Many transport proposals can contribute to two or more of the six priorities. In considering each type of proposal, we have designated one of the six priorities as the single most important reason for implementation. This enables us to set out a clear LTP objective that recognises how each priority will be fulfilled. These objectives are the starting point for the performance indicators and targets which will demonstrate our success. The following paragraphs show how each objective is derived from its respective priority.

Tackling congestion

3.46 Congestion can only be tackled by reducing traffic demand or making traffic more free flowing. Because neither is easy to achieve, as identified in Chapter 2, there has been increasing and spreading congestion for many years.

3.47 Tackling congestion by reducing traffic demand requires car drivers to modify their travel patterns, within the overall concept of 'Smarter Choices'. This can be achieved by:

- Travelling by bus or train instead of driving
- School and workplace travel plans, personalised travel planning and travel marketing and promotion
- Walking or cycling instead of driving
- Car sharing with another driver to the same destination
- Driving outside peak times
- Working from home.

3.48 Over time, when moving home or considering new employment, drivers can reduce the distance they need to travel, or aim for locations where journeys other than by car are more convenient.

3.49 Tackling congestion by making traffic more free flowing requires more effective vehicle use of congested road space, except in the rare circumstances where traffic relief by new road construction or major road widening can be affordable and acceptable. If not already done, any of the following can make traffic flow more freely along existing roads:

- Proper planning and control of roadworks and events
- Suitable layouts and periods for parking and loading restrictions
- Effective enforcement of parking and loading restrictions
- Better balanced and regularly checked traffic signal timings
- Minor enhancements to traffic signal and other junctions
- Better route signing.

3.50 Greater benefits can be achieved with more substantial geometric improvements at the most congested roundabouts and traffic signal junctions on major roads. Such schemes are often funded by developments to accommodate the additional generated traffic.

3.51 Based on the above ways of tackling congestion, the LTP objective is:

Tackling congestion by increasing the use of public transport, walking and cycling with less growth in car mileage and more effective vehicle use of congested road space.

Improving access to facilities

3.52 Accessibility describes the ease of reaching the services and facilities needed in everyday life. The best accessibility is generally experienced by residents near town centres within easy walking distance of most facilities. Poor accessibility occurs in sparsely populated rural areas where few destinations can be reached without travelling considerable distances by car. Accessibility can be improved either by making services more locally available or by easier or less costly travel to existing destinations.

3.53 Access to facilities also varies considerably according to personal circumstances. Many people do not have the choice of independent access by car, including people on low incomes, elderly people and teenagers. The circumstances of disabled people are also fundamental to any consideration of accessibility.

3.54 The development of modern society has involved major changes in accessibility. To achieve economies of scale, many services and facilities have been concentrated in larger units at fewer locations requiring longer travel distances: examples include new health centres, business parks, supermarkets and leisure centres. Most people can easily reach these locations travelling by car, provided there is adequate parking. Without the use of a car, however, everyday life has become more difficult and choices more restricted. Even residents in more accessible areas have lost out, as new supermarkets are built away from town centres.

3.55 We have worked for many years to improve access to facilities for people without a car available. In LTP2 we add a new focus on the more acute accessibility problems, using new sorts of data and methods of analysis. This involves identifying the places where current levels of accessibility cause the most social exclusion. Working with a range of partner organisations, we are identifying these priority areas and seeking ways both to improve access to the services and, where possible, to make the services more locally available. The LTP objective is:

Improving access to facilities including employment, education, health care, and food shopping, particularly where the analysis shows the greatest levels of social exclusion.

Safer roads

3.56 Through LTP1 we have achieved a considerable reduction in road casualties, particularly in the fatal and seriously injured category. Compared with the late 1990s, the results for 2004 show a quarter fewer people being killed or seriously injured on all roads in Leicestershire. However, the numbers are still unacceptably high and a key feature of LTP2 is continued casualty reduction using all possible means available. This will include:

- More local safety schemes on roads with above average accident records
- Continuing speed management using cameras and speed activated signs
- Continuing road safety education, training and publicity campaigns.

3.57 Based on this, the LTP objective is:

Reducing road casualties through local safety schemes and speed management activities as well as continuing road safety education, training and publicity campaigns.

Better air quality

3.58 Following the Environment Act of 1995, district councils have been responsible for assessing concentrations of major air pollutants and declaring Air Quality Management Areas (AQMAs) where levels of pollution exceed nationally set thresholds. A number of AQMAs have been declared in Leicestershire, nearly all of which are attributed to traffic emissions. In all these traffic-related AQMAs the only pollutant exceeding the threshold is nitrogen dioxide. Under the legislation, each traffic-related AQMA is required to have an action plan to reduce nitrogen dioxide to the limit value.

3.59 A key feature of LTP2 is the inclusion of air quality action plans. In the more marginal AQMAs, much of the improvement is expected to come from reduced nitrogen dioxide emissions as traffic becomes less polluting each year with more stringent vehicle emission standards. The LTP objective is:

Improving air quality in the traffic-related AQMAs in each district through action plans and robust monitoring of nitrogen dioxide concentrations against national target levels.

Reducing the impact of traffic

3.60 In many communities traffic has a particularly adverse impact on people's lives and causes considerable concern. As well as noise, vibration, and visual intrusion, there is local concern about road safety. Vehicle speeds can be intimidating to pedestrians and cyclists, and the community can feel divided by the severance effect of the road. In some cases severance can be addressed by reducing traffic speeds by minor alterations to the road layout.

3.61 We have used a variety of speed-reducing techniques in LTP1 to reduce these problems, including traffic calming by the use of speed tables and other devices. We will continue this work, and also explore the more limited opportunities for re-routing traffic away from the worst affected areas. In exceptional circumstances a bypass may be feasible and affordable. The LTP objective for this local priority is:

Reducing the impact of traffic through local communities, near schools and within town centres by reducing vehicle speeds and in exceptional cases re-routing the traffic.

Transport asset management

3.62 It is vital to maintain and renew our transport infrastructure. The main assets are carriageways, footways, bridges, street lighting, bus infrastructure, traffic signals, rights of way and cycleways. To get the best possible value for money, we must first monitor effectively the current condition of all assets. Then we must plan timely programmes of repairs or renewals to secure the long term future of these assets in the most cost-effective way. The LTP objective is:

Managing transport assets in the most cost-effective way through robust condition monitoring, timeliness of intervention and economies of scale in repairs and renewal.

3.63 Treatment of asset management in this LTP is an important step towards the more detailed transport asset management plan that we are developing.

Initial aspirational targets

3.64 Set out below is a set of initial aspirational targets that we believe we should aim for if transport is to play its full role in meeting our wider objectives. Each target is linked to a particular objective and in each case a brief justification for the target is provided. Chapters 11 and 12, which follow the full analysis of available resources and measures, show how close we believe we can come to meeting each of these initial aspirational targets.

Tackling congestion by increasing the use of public transport, walking and cycling with less growth in car mileage and more effective vehicle use of congested road space.

3.65 Our initial aspirational target is that congestion as measured by vehicle delays in the morning peak period from 07:00 to 10:00 should be no worse anywhere in Leicestershire in 2010 than it was in 2003.

3.66 Controlling congestion is central to many aspects of our wider strategy, not least helping economic development. Our initial aspirational target recognises, however, that continuing traffic growth has set a trend of worsening congestion which must first be reversed. Within the overall target we will of course need to bring about improvements in locations where congestion at the moment is particularly severe.

Improving access to facilities including employment, education, health care, and food shopping, particularly where the analysis shows the greatest levels of social exclusion.

3.67 Our initial aspirational target is that access times by scheduled public transport to main centres should be better in 2010 than they became in 2004 with the completion of our hourly bus services network.

3.68 Better access to facilities helps to unlock many improvements to life, particularly for those who have some degree of social deprivation. The hourly bus services network, introduced over the last few years, has set a very high standard which we believe is matched in few other shire county areas. To improve on it will therefore be a significant challenge.

Reducing road casualties through local safety schemes and speed management activities as well as continuing road safety education, training and publicity campaigns.

3.69 Our initial aspirational target is that killed and seriously injured casualties on all roads in Leicestershire should be half the 1994 to 98 average by 2010.

3.70 The national target is for a 40% fall over this period. We are on course to beat that, but to halve the average annual total from the late 1990s would be a major achievement.

Improving air quality in the traffic related AQMAs in each district through action plans and robust monitoring of nitrogen dioxide concentrations against national target levels.

3.71 Our initial aspirational target is that there should be no local traffic related AQMAs in Leicestershire by 2010.

3.72 Although improving engine technology is helping to reduce local air pollution, there are still three local traffic AQMAs in Leicestershire with nitrogen dioxide emissions measured at above the government threshold. In practice we would wish to improve air quality anywhere there is a traffic-related problem, but the key target must be to ensure that nowhere is it bad enough to trigger the declaration of an air quality management area.

Reducing the impact of traffic through local communities, near schools and within town centres by reducing vehicle speeds and in exceptional cases re-routing the traffic.

3.73 Our initial aspirational target is that, by 2010, there should be no villages or larger communities where a majority of local people think urgent action is necessary to reduce the impact of speeding traffic on the quality of life.

3.74 It is clear that we should aspire to removing this problem. Given the many concerns voiced by Leicestershire people, to secure this would be a major achievement.

Managing transport assets in the most cost effective way through robust condition monitoring, timeliness of intervention and economies of scale in repairs and renewal.

3.75 Our initial aspirational target is to remove the maintenance backlog on all footways, carriageways, rights of way, bridges, street lighting columns and traffic signal installations by 2010.

3.76 Managing assets for minimum long term life requires as a precondition a realistic 'steady state' condition to be reached at which all assets are in good enough condition to provide the service required of them and annual maintenance balances annual deterioration in the condition of the stock. Another five years of sustained investment should allow us to reach this target for most highway assets, though reaching it for all would be very difficult.

Significance for the LTP

3.77 Our set of six LTP objectives is fully consistent with national guidelines. Four of the six reproduce exactly the transport 'shared priorities' of government and the Local Government Association, and the remaining two are local priorities particularly appropriate for a county such as Leicestershire, with its combination of rural areas and towns, and suburbs within the conurbation of Central Leicestershire.

3.78 They also illustrate a very close fit with regional guidance contained in the Regional Spatial Strategy. Of the six core strategy and regional transport objectives in the Regional Transport Strategy:

- The objective for sustainable development is supported by our objectives for tackling congestion and reducing the impact of traffic
- The accessibility objective links directly with our own, though the linked regional objective of peripherality is less relevant for Leicestershire
- The objective for regeneration is again not strongly focussed on Leicestershire but our work on tackling congestion and improving access, particularly in Loughborough and the former 'mining decline' area of North West Leicestershire, will contribute to this
- The objective for improved inter-regional and international linkages lies largely outside the scope of this LTP, although our liaison with the rail industry and the Highways Agency is designed in part to contribute to this
- The objective to improve safety and tackle congestion fits with our own
- The objective for modal change, including away from road-based freight, again fits with our objectives for tackling congestion and reducing the impact of traffic.

3.79 The objectives, with their linked initial aspirational targets, provide the structure for the remainder of the LTP. Whilst this categorisation brings clear focus, many proposals described and funded under one objective will bring benefits under other objectives. Multiple-benefit schemes of this type are fundamental to an integrated approach and achieving good value for money. Schemes under all six objectives will also bring wider benefits to the quality of life.

3.80 In developing proposals, we have avoided schemes that fulfil one LTP objective but make things worse under another. For example, a scheme to reduce the impact of traffic which worsened congestion for buses or other traffic would not be acceptable.

Links with wider targets

3.81 We have identified existing corporate non-transport indicators and targets that will benefit from delivery of our LTP targets. These are drawn from the Structure Plan, the Community Strategy and the Best Value Performance Plan. Table 3.1 sets out these targets and shows their interdependence with the six LTP objectives, and hence the LTP key initial aspirational targets. The 'reverse dependencies' point up cases where other initiatives could have an adverse impact on the delivery of LTP targets unless they are properly managed with respect to their transport impact. The table shows the very extensive interdependencies and so once more underlines the central role of LTP targets in helping to deliver a much wider agenda.

Table 3.1 LTP contribution to wider non-LTP targets

Delivery partners	LTP contribution to wider non-LTP targets Key: 0 - No dependence on LTP objective/targets 1 - Slight dependence on LTP objective/targets 2 - modest dependence on LTP objective/targets 3 - Significant dependence on objectives/targets X - Indicates potential reverse dependency – wider target could influence LTP	Tackling congestion	Access to facilities	Reducing road casualties	Improving air quality	Less impact of traffic	Managing transport assets
Leicestershire, Leicester and Rutland Structure Plan 1996 to 2016							
Leics CC and district councils	During the LTP period from 2006 to 2011, complete the construction of 9000 new houses or homes in Leicestershire	X	X	X	X	X	X
Leics CC, district councils and City Council	During the LTP period from 2006 to 2011, develop 430 hectares of new workplaces in Leicestershire and Leicester with 120 hectares on strategic sites	X	X	X	X	X	X
Leicestershire Community Strategy main priorities							
Leics Together LSP	Review the renewal and development framework for Charnwood Borough and apply in an appropriate format across the County	X	3	1	3	3	2
Leics Together & district LSPs	Multi-agency arrangements for better access to services through new joint access centres and better arrangements for receiving communications by 2006	1	3	1	0	3	3
Leics Together LSP	By 2005 start to implement an action plan to address the priorities for action identified by the Citizens Jury for disabled people held in July 2004	0	3	0	0	1	1
Leics Together, Leics P'ship, LSEP	By December 2005, all partners to have published policies showing how they will make information about their services accessible to all sections of community	1	3	1	1	2	3
Leics CC (LPSA target 3)	Increase the proportion of pupils in special schools fulfilling personal targets to 86% by summer 2006 (could be taken forward by Local Area Agreements)	3	3	3	0	1	1
Leics CC and Connexions (LPSA target 4)	Reduce secondary school absences from 21% to 9%. Improve primary school achievement at Key Stage 2 (could be taken forward by Local Area Agreements)	3	3	3	0	3	1
Leics CC and Connexions (LPSA target 4)	Increase % of leavers (aged 19) going into education, training or employment from 50% to 80% by 2005/06 (could be taken forward by Local Area Agreements)	1	3	1	0	1	1
Leics Together LSP	Support work of Leicester, Leicestershire and Rutland Community Safety Programme Board in improving cross-agency working to reduce crime and disorder	0	2	2	1	1	2
Leics CC and district councils (LPSA target 10)	Increase additional recycling and composting above statutory targets to achieve around 35% by 2005/06 (could be taken forward by Local Area Agreements)	0	0	0	0	0	3
Leics Together LSP (LPSA target 11)	Improve cost-effectiveness of a range of services giving 7.5% improvement overall by 2005/06 (could be taken forward by Local Area Agreements)	3	3	1	0	3	3

Delivery partners	LTP contribution to wider non-LTP targets Key: 0 - No dependence on LTP objective/targets 1 - Slight dependence on LTP objective/targets 2 - modest dependence on LTP objective/targets 3 - Significant dependence on objectives/targets X - Indicates potential reverse dependency – wider target could influence LTP	Tackling congestion	Access to facilities	Reducing road casualties	Improving air quality	Less impact of traffic	Managing transport assets
		Leicestershire Community Strategy support for other partnerships					
LSEP	Delivery of inward investment and tourism services during 2004-2007 to create/safeguard 3000 jobs and create 46 new businesses	X	3	1	1	2	2
LSEP	During 2004-2007, create/safeguard 1750 more jobs, remediate 27 hectares of brownfield land, create 565 businesses and 3250 personal learning opportunities	X	3	1	1	2	2
Leics early years dev't & childcare partnership	Achieve a 12% reduction in the proportion of young children living in households where no-one is working, in Children's Centre wards by March 2006	1	3	1	0	1	1
Leics early years development and childcare prt'ship	Create 400 childcare places in targeted areas and develop 1000 childcare taster placement opportunities for lone parents and workless families by March 2006	1	3	1	0	1	1
Learning prt'ship & Learning and Skills Council	Put in place by 2006 12 "learning in the community" and 5 transition workers at FE colleges with target of 2550 new learners, 195 pursuing a qualification	3	3	2	0	1	1
Leicestershire Rural Partnership	Complete healthchecks & support the implementation of actions plans for eight county towns and rural centres by 2005, and a future six by 2008	3	3	3	3	3	3
Primary care and NHS trusts, County & districts	By 2005 develop a combined plan to reduce the number of accidents to children, young adults and older people	1	2	3	0	3	3
Leics CC	Increase year on year the proportion of older people supported in their own homes and continue to reduce the numbers requiring long term care by 2008	2	3	2	0	3	3
Early Years dev't and Childcare Partnership	Ensure all children with special educational needs or disabilities, whose parents wish it, can get mainstream early education or childcare provision by March 2006	3	3	3	0	2	2
Leics CC	Ensure that 150 schools meet the national Healthy Schools Standard by March 2006	3	3	3	0	3	2
Leicestershire Environmental partnership	Lead community raising awareness of environmental good practice, ensuring environment and biodiversity are considered by 2006 in strategies and action plans	3	3	1	3	3	3
Leicestershire Rural Partnership	Complete by 2005 at least 30 community consultation engagement processes, including village appraisals, parish plans, and village design statements	1	3	2	0	3	3
Primary care and NHS trusts	Work together to encourage improved diet with emphasis on increased consumption of fruit and vegetables	0	3	0	0	0	0

Delivery partners	LTP contribution to wider non-LTP targets Key: 0 - No dependence on LTP objective/targets 1 - Slight dependence on LTP objective/targets 2 - modest dependence on LTP objective/targets 3 - Significant dependence on objectives/targets X - Indicates potential reverse dependency – wider target could influence LTP	Tackling congestion	Access to facilities	Reducing road casualties	Improving air quality	Less impact of traffic	Managing transport assets
		Leicestershire Local Area Agreement					
Leics CC and GOEM	Physical activity - Increase the number of people participating in physical activity	1	2	1	1	1	0
Leics CC and GOEM	Children and young people – improve physical health of children and young people	2	2	1	1	1	0
Leics CC and GOEM	Cleaner and greener communities – increase walking, cycling and the level of outdoor physical activity	1	1	1	0	1	0
Leics CC and GOEM	Cleaner and greener communities – work towards 90% of schools and half of all major employers with adopted travel plans by 2011	3	1	2	2	2	0

Delivery resources - working with partners

3.82 Working with partners makes us more effective in meeting LTP objectives and delivers more resources. Chapter 2 detailed the consultation work we carried out with our partners to develop LTP2. This section shows how we will continue to work with our main partner organisations, all of whom have an important role to play in the success of the LTP.

Leicester City Council

3.83 Leicester City Council is our most important partner. The continuous urban area of Central Leicestershire contains substantial Leicestershire communities as well as the city of Leicester, and many more Leicestershire people in the surrounding area depend on Leicester for work, shopping and other needs. Shared planning is therefore essential. The urban area and authority boundaries are shown in Figure 3.1.

3.84 Five years ago, we reflected this interdependence by producing one LTP for the whole Central Leicestershire area and a second covering the remainder of Leicestershire. This has worked well in securing integration but suffers from the fundamental weakness that Leicestershire people have had to refer to two separate documents to achieve a complete picture of transport plans for their county. For LTP2 we have therefore taken a slightly different approach, with this LTP covering all of Leicestershire and a Central Leicestershire LTP which is comprehensive for Leicester but also shows how key areas of joint working across the county boundary will be delivered. To ensure that the correct links are made, the two authorities have run joint project management arrangements right through the production of the LTPs.

3.85 We work closely with Leicester City Council across the full range of our activities, sharing best practice, ensuring co-ordination of works programmes and benefiting from the mutual trading agreements described below. For much of our work – for example **reducing road accident casualties, reducing the impact of traffic and managing transport assets** – this is the appropriate level of engagement. The nature of the work is such that there is no more reason to have joint strategies with Leicester than with any other of our neighbouring authorities. We intend to maintain our existing close liaison, working together for example through the Leicestershire, Leicester and Rutland Road Safety Partnership.

3.86 Work on **tackling congestion** is clearly different. Here, joint strategy is essential, using key measures such as park and ride, quality bus corridors and cycle network completion. In all these, our programmes of work are designed to dovetail precisely with those of the City Council. Indeed, in key projects such as that for park and ride, there is a single integrated project management group to take the project forward.

3.87 Similar arguments apply for **improving access to facilities**. The final accessibility action plan depends on where pockets of deprivation in the city and county are located and the facilities to which access must be improved. To set the process going we jointly engaged consultants to draw up the framework accessibility strategy and we have continued to work in partnership to develop the final accessibility strategy. We are also jointly engaging with key partners such as the Learning and Skills Council and the University Hospitals of Leicester Trust. The planning of bus services providing access to people generally has always been integrated and will remain so, with joint planning producing efficiencies for both authorities.

3.88 There is the potential for integrated planning in improving air quality, and indeed much of our joint work on tackling congestion will contribute to that aim. However, at present there are no air quality management areas for local traffic in the county part of Central Leicestershire where nitrogen dioxide is above the threshold level, and therefore we will not need specific action plans for this.

3.89 Our joint working is also helped further by mutual trading agreements, which ensure better value for money in service delivery. The largest of these is for countywide traffic signal operations and maintenance, together with up-to-the-minute travel news giving warnings of road works and traffic incidents across the whole network. This service is provided by the City Council from the traffic control centre in Leicester. The control centre is also linked to various British and European research projects which bring state of the art methods and expertise to the mutual benefit of the City and County Council transport networks. Other agreements cover areas such as management of public transport, bus information and concessionary travel services, all provided by the County on behalf of the City and itself. These give significant economies of scale, improved purchasing power and specialist know-how.

3.90 The City Council also supports much study work by the County Council's transport modelling team, as needed by both authorities in Central Leicestershire. A further agreement is for the combined road casualty information system that the County Council provides for both authorities. In both cases, the joint support allows an in-house resource to be provided, giving continuity of advice and development to the considerable benefit of both authorities.

3.91 On this base of continued and extensive joint working we have built joint strategies where to do so adds value to each authority. These operate within geographical boundaries that are flexible to the requirements of each measure. Some quality bus corridors, for example, stretch right out to the county towns whereas cycle networks are contained within the much tighter continuous urban area where the great majority of all cycle journeys take place.

Figure 3.1
URBAN AREA AND AUTHORITY BOUNDARIES

3.92 In preparing the LTPs, the two authorities have worked in close collaboration in all aspects of consultation and strategy development. For the accessibility planning parts of the accessibility strategies, a fully joint approach has been used and this has been particularly effective in forming the partnerships for improving access to employment, education and health care. The mapping studies of accessibility and the associated development of indicators and targets are also fully joint activities through the transport modelling agreement.

3.93 Work on air quality throughout the County and City has been co-ordinated by the Air Quality Forum, which comprises officers of the seven district councils, the Highways Agency and the City and County Councils. The approach adopted in the LTP has been developed in close collaboration with the Air Quality Forum as well as the individual districts for which targets have been set and action plans integrated in the LTP.

District councils

3.94 We work closely with the District Councils, particularly where they have an important part to play in influencing travel patterns and transport provision. This includes:

- As planning authorities, the formulation of local development frameworks which will determine future transport patterns and development funded infrastructure
- As planning authorities, determining with County Council advice the necessary extent of highway and transport provision to enable developments to proceed
- As environmental health authorities, the monitoring and assessment of air quality, the declaration of AQMAs and the formulation of action plans
- Statutory funding of the countywide concessionary travel scheme
- The regulation and licensing of taxis and private hire vehicles
- Provision and pricing of off-street car parks to fit in with wider parking policies
- Working towards decriminalised parking, which will include a single attendant service for both on-street and off-street parking
- Their funding of small-scale transport schemes, and larger proposals involving transport in regeneration areas.

3.95 In the case of the planning functions there are separate meetings every week between County Council staff and planning officers in each of the seven districts. A specialist County Council staff group exists to deal with all aspects of highways development control, direct negotiations with developers and all transport input into district local development frameworks.

3.96 Liaison with the districts is enhanced further by the District Highways Forums, one for each district. These are formed of district and county council members, and each meets several times a year to discuss and agree local transport issues of shared interest

3.97 The District Councils have been fully engaged in the development of LTP2. Their statements of support for LTP2 are attached as Appendix A.

Parish councils

3.98 Parish councils are particularly well placed, and active, in bringing local transport problems and opportunities to attention. Village appraisals and parish plans provide a valuable insight into local community concerns and priorities across a wide range of issues. The impact of traffic on these communities, particularly the speed of traffic, often features highly. By identifying local transport concerns we are also able to enter into dialogue with the local

communities to see whether resources can be better targeted to meet identified transport needs for those without access to a car. Liaison has been much enhanced by the recent introduction of our Highway Patrols, locally based road gangs able to stay in close touch with the parishes and to respond swiftly to local highway defects. We also involve parish councils in the detailed development of transport schemes and they provide important feedback regarding scheme outcomes and levels of satisfaction.

Working with neighbouring authorities

3.99 As well as Leicester City Council we share a boundary with seven County Councils: Derbyshire, Nottinghamshire, Lincolnshire, Rutland, Northamptonshire, Warwickshire and Staffordshire. We are involved in a large range of joint schemes and initiatives with them. Examples include:

- Joint working with East Midlands authorities and bus operators to deliver Traveline, the bus information service
- Cross-boundary working between rural transport partnerships to provide services in rural areas
- Shared use of home to school transport contracts with neighbouring authorities, particularly Nottinghamshire, Warwickshire and Rutland
- Involvement in the full range of Midlands regional best value service improvement groups, covering all highways and transportation functions
- Liaison with bordering county councils on implementation of the lorry control strategy schemes
- Co-ordinating cross-boundary winter maintenance, such as agreeing turning points for gritters with neighbouring authorities
- A contract with Northamptonshire County Council to deliver their surface dressing programme. Cambridgeshire County Council have also expressed an interest in using our services
- Day to day work with neighbouring authorities on schemes which are adjacent to the boundary. This includes co-operation for general maintenance on sections of road that cross county boundaries, temporary traffic regulation orders which require cross border co-operation and street lighting schemes affecting neighbouring authorities
- Plans, with two other 'excellent' authorities (Nottinghamshire and Derbyshire), to share best practice and achieve best value with our engineering design services through work with a private sector partner. This arrangement will help us to achieve best value in delivering the LTP2 programme
- Active participation in the regional Shiny Side Up Partnership which seeks to bring about a reduction in the numbers of powered two wheeler casualties.

Highways Agency

3.100 As the highway authority for the motorway and trunk road network, the national Highways Agency is an important partner in achieving LTP objectives. The interaction between trunk roads and local roads is critical in managing overall congestion.

3.101 The LTP objective for casualty reduction includes casualties on Highways Agency roads in Leicestershire, so meeting targets will depend on good progress all round. The planning of future Highways Agency schemes, including the major widening and junction improvements on the M1, depends on robust traffic predictions and appraisal for which the County Council has

provided extensive transport data and modelling input. The Highways Agency has wide experience of project and service procurement, and the County Council will benefit from their advice in this area, particularly where this will relate to the emerging transport asset management plan.

3.102 It will be equally important to continue close working on major new land use developments that have transport implications for both trunk and county roads. To secure this, we have initiated a project management approach for each proposal. Each has a project team, with named County Council and Highways Agency lead officers, which meets regularly. Details of each scheme are included on the County Council's newly developed schemes database, which details all our proposed works on a geographical information system. Particular examples of this approach are on the A5 past Hinckley and on the A46 Leicester Western bypass in the context of proposed development at Ashton Green in Leicester.

3.103 To facilitate joint working with the Highways Agency we have regular meetings with them including:

- Four-monthly meetings between senior managers to identify and discuss issues of joint interest and progress on Highways Agency schemes and proposals
- The Leicester, Leicestershire and Rutland Road Safety Partnership
- Motorway widening forums to ensure that local issues are fully considered in the development of the widening proposals
- Meetings to co-ordinate input to the transport considerations of major developments that have impacts on both the County and trunk road networks
- Planning meetings with route managers to identify diversion routes for the M1
- Providing support to the route managers in the day to day management of the trunk road network
- Highway Agency representation at the Development Control Service Improvement Group to improve communication and share best practice.

Leicestershire Constabulary and emergency services

3.104 The police have crucial enforcement and incident management roles in the day to day operation of the highway network. This involves close working arrangements with the two County Council highway divisions at Croft and Mountsorrel, and also with the traffic control centre in the City. These arrangements will be strengthened to our mutual benefit as we address the 2004 Traffic Management Act and formal network duty in formulating our Highway Network Management Plan.

3.105 The police are an important consultee for schemes that make up the LTP programme, particularly where there are enforcement implications such as with speed limits. They also provide an invaluable source of information and advice on traffic conditions.

3.106 At the more strategic level, the police collect all road casualty details and pass the information to the County Council for processing, storage and analysis. Safety matters are raised through the Leicester, Leicestershire and Rutland Road Safety Partnership for the Leicestershire Constabulary area, and the safety camera partnership for this area is having considerable success in pursuing the LTP objective of reducing road casualties.

3.107 We have good working relationships with all three emergency services on a day to day basis. In particular we meet with them at an early stage in the development of every scheme that may have an impact on response times, to seek their input before a scheme is designed.

We also consult with them formally when schemes have been designed, and endeavour to ensure that all on-highway schemes we implement have the support of all three emergency services.

Bus operators

3.108 Joint work with the bus operating companies is essential to the development of better public transport networks. This is formalised by three long-standing Quality Bus Partnerships in the areas with the most commercial services, namely Central Leicestershire, Loughborough and Hinckley. These provide regular forums for raising problems and opportunities, as well as identifying priorities for action throughout the commercial bus network. They are complemented by the bilateral meetings with Leicester City Council and bus operators Arriva and First, to discuss performance, reliability, infrastructure, ticketing and other improvements.

3.109 Once priorities for investment are agreed we work with individual bus companies to complete route audits to develop scheme detail. This ensures that all public consultation is on a practical and deliverable scheme. There is close working at a number of levels including the supply of passenger journey statistics which are processed by the County Council for reporting progress towards LTP targets. In resource terms the bus operators are major investors in the transport system.

Rail

3.110 We are in regular contact with the rail industry through specific Leicestershire contacts as well as through our membership of the East Midland Rail Forum. We meet regularly with Central Trains and the DfT to discuss, amongst other issues, the ongoing support of the Ivanhoe rail service and the remapping of the East Midlands rail franchise due to be awarded in 2007. We have been in regular contact with Midland Mainline over the Parkway Rail Station at Ratcliffe on Soar, which will affect residents in the north of Leicestershire although the station is in Nottinghamshire. The project has entered its construction phase and liaison is now with Network Rail, who have taken over responsibility for construction of the station.

Sustrans

3.111 We have been an enthusiastic supporter of the Sustrans National Cycle Network, which contributes to our objectives of promoting safe and healthy communities and improving access to facilities. The partnership has resulted in several routes connecting towns and villages in Leicestershire, providing local networks for recreational, school and commuter cycle journeys. In September 2005 we received an award from Sustrans for 'consistently delivering the (cycling) network swiftly and imaginatively, across disciplines and departments'. In addition, the style and standard of waymarking of routes within Leicestershire was felt to be of such a standard that Sustrans requested our expertise in helping to develop new standards and designs for the waymarking of cycle routes, which is to be carried out by rangers.

3.112 We have also been involved in the Sustrans/Cycling England Links to Schools programme, and have recently received one of the largest grants awarded. This has enabled us to build on our cycling investments. A recently completed scheme links the Wreake Valley Community College to Syston, East Goscote and Queniborough. Students can now choose a healthier way of travelling following the completion of this new cycle track.

Cycle user groups

3.113 We meet formally with the cycle user group twice a year. This has representatives from the cyclists touring club, district councils, Sustrans and local pressure groups. All scheme proposals are discussed separately with this group to ensure a user focus to scheme detail. The

group particularly contributes to our delivery resources by investigating and suggesting options for future schemes.

Freight operators

3.114 We have been working with freight representatives since the early 1990's when we began work on developing the now complete lorry route network. Meetings with freight representatives were held at an early stage to help influence the development of the strategy. Freight representatives and operators have been consulted on the development of each scheme as it is implemented and have contributed significantly to shaping the network.

3.115 The Leicester and Leicestershire Freight Quality Partnership was established in 2000 to develop environmentally sensitive, economic and efficient ways of delivering goods in Leicester and Leicestershire. The partnership has representatives from the local authorities, private sector, interest groups, Highways Agency, police and Chamber of Commerce. It has been successful in raising awareness between members and has enabled the councils to understand the practical problems of the operators. We have also worked with representatives of the Freight Quality Partnership when developing and designing schemes.

Health service

3.116 Developments in the health service, and hospital expansion or reorganisation, are having a major influence on the transport system. We are working with the health service to meet the changed travel patterns, particularly through improved public transport services and workplace travel plans. In one example, we have been working with the University of Leicester Hospitals trust and Leicester City Council on the planned major redevelopment of Leicester's three main hospitals, which will have substantial transport access implications. We have also been working with primary care trusts on the transport implications of relocation and expansion of community hospitals, with particular reference to improving bus access to these. The health service has potentially considerable resources to commit, not least in our joint work with them in improving transport access to health appointments.

Other partners and stakeholders

3.117 The above partners are only some of the organisations and groups with the potential to contribute resources to LTP2. Land use developers are prominent amongst these, and their financial contribution to transport measures is described further below. Other stakeholders include major employers, the universities and leisure providers.

Delivery resources - funding

3.118 Funding for our work with partners to achieve the six LTP objectives will come from a variety of public and private sector sources, not just LTP capital funding from the DfT. Indeed, other resources have been significant in arriving at the existing local transport system that is the starting point for this LTP. This section sets out in broad terms the resources that will be drawn on, whilst the financial details are provided in Chapter 11.

LTP capital funding

3.119 LTP2 is based on the allocation for 2006/07 and planning guidelines for 2007/08 - 2010/11. The DfT allocates general funding for all LTP improvement schemes of less than £5m, and individual funds for major schemes over £5m. The allocation for 2006/07 is based on the planning guideline, adjusted for authorities which received performance reward funding. The DfT assessed our fourth annual progress report, which reported progress during 2004/05, as 'excellent', and for this we have received almost £700,000 of reward funding for 2006/07.

3.120 For LTP1 our general improvement scheme funding was separately allocated between the county part of Central Leicestershire and the rest of the county, resulting in two distinct capital programmes. DfT improvement funding was allocated to Central Leicestershire as a whole, with 30% going to the County Council and 70% to the City Council. For LTP2 there will be a single programme of general improvement schemes, but we will identify our Central Leicestershire spending in the areas where our programmes are integrated with those of Leicester City Council. This is done in Chapter 11.

3.121 Capital maintenance funding has always been a countywide allocation, and there is no separate identification of spending with respect to Central Leicestershire. Major schemes have always been subject to individual bids and funding allocations and this will continue. The table below sets out the overall figures.

Year 1: allocation; yrs. 2-5: planning guideline (£000s at outturn prices)	Year 1 06/07	Year 2 07/08	Year 3 08/09	Year 4 09/10	Year 5 10/11
Countywide Leicestershire improvements	5950	5490	5890	6325	6785
Countywide capital maintenance *	10929	9786	10275	10789	11328
Total LTP2 funding, excluding any major schemes	16879	15276	16165	17114	18113

* The year 1 allocation for maintenance includes £1.089m for work on detrunked roads

County Council capital funding

3.122 The County Council has always contributed to the overall transport capital programme through its discretionary capital spending. This has been a considerable source of capital funding in recent years, but it is subject to many pressures. We have, however, secured almost £2m to be spent during the first two years of LTP2, and, despite severe constraints on the size of the Council's discretionary programme, expect a continuing annual average of around £0.5m. Much of the additional funding for the first two years is to provide additional funding for street lighting column renewal, to fund the preparatory work for the Loughborough Town Centre scheme, and to fund the introduction of decriminalised parking enforcement.

3.123 Prudential borrowing is a new source of capital funds, and one we are using for the set-up costs of decriminalised parking enforcement. Options for further borrowing will be considered in association with transport asset management, and we are specifically exploring a PFI bid for street lighting column replacement in partnership with neighbouring authorities.

County Council revenue funding

3.124 The largest single source of transport funding in Leicestershire is the County Council's revenue programme. Most of this expenditure is required to meet the day to day safety and operational needs of the local transport system, and our current £23m a year spending must be set against continuing above-inflation cost increases in a number of important supply markets, particularly for highway maintenance and contract bus services. We have an active programme of work in hand to produce continuing efficiencies in both this and our capital spending, so that the demand in future years can be kept under control.

3.125 From 2006/07, the system of revenue support from Government has been replaced by 'formula grant'. The impact of this change is to alter significantly the way revenue support from Government is distributed. One of the impacts of this change has been to reduce the support given to shire authorities like Leicestershire. To limit to some extent the immediate impact of this change, those authorities like Leicestershire which have lost revenue support are given a 'floor' increase, which amounts to only 2% in 2006/07 and 2.7% in 2007/08. This is far less

than the 'like for like' increase in the cost of providing most of the Council's revenue funded services and, as noted above, is particularly so for many of our transport services.

3.126 This new system also has implications for the capital programme and any performance reward a 'floor authority' receives, as the borrowing required for capital investment not funded through direct grant is not reflected in any increase in revenue funds from Government to support the necessary borrowing. We are likely to remain a floor authority for a number of years and this can only increase still further the already substantial pressures on the revenue budget.

Partner resources and funding

3.127 Work with our partners is described earlier in this chapter. Their expected contribution in terms of non-financial resources and funding can be summarised as follows:

- Leicester City Council is expected to continue its financial support for the County Council in providing joint services and supporting in-house expertise to the benefit of both authorities
- District councils have an important input to the LTP through their transport functions including air quality monitoring, taxi licensing, off street-parking and the countywide concessionary travel scheme
- Parish councils are expected to continue their funding of minor schemes such as bus shelters, street lighting and improvements to public space within the highway
- Leicestershire Constabulary, with the safety camera scheme and their other work, will bring a substantial level of commitment and resource to reducing road accident casualties
- Bus operators providing commercial services, in association with the quality bus partnerships, will continue to invest in new buses and on-board information systems
- The health services, as key partners in accessibility planning, are expected to input resources where action plans can deliver improved efficiencies in transport access to health care
- Sustrans continues to be a key LTP partner and we expect will be funding important sections of cycle route linking to the National Cycle Network through Leicestershire.

Land development funding

3.128 We have extensive experience of working with district councils and developers to ensure that new development contributes properly to the provision of transport infrastructure and services. A major early example was the £20m package of improvements in the M1 junction 21 area funded by large-scale retail and employment development in the vicinity. This provided junction improvements, dualling of part of the Leicester outer ring road and much-improved facilities for pedestrians and cyclists. In a similar example, development at the Magna Park distribution complex near the A5 funded the complete construction of the Lutterworth southern bypass.

3.129 Based on this experience, and the experience of many smaller-scale schemes elsewhere, we have developed our expertise in assessing the transport implications of development and putting in place the arrangements to ensure appropriate developer contributions are provided. There have been many examples since, including an increasing number of cases where developers are paying 'pump priming' support for new bus services.

3.130 A notable large-scale example of contributions during LTP1 was the Epinal Way Extension scheme, which provided a £6m strategic road connection on the south side of Loughborough entirely funded by development. This has brought about considerable traffic

relief through residential areas and significantly added to the cycle route network. During the coming LTP period, developer contributions will fund amongst other things a major park and ride site and bus priority on the A6 in Birstall, north of Leicester, and further traffic signal junction improvements in the M1 junction 21 area. They will also contribute to the cost of a further park and ride site in Central Leicestershire.

3.131 We expect many smaller-scale transport improvements funded by development during the LTP2 period. These will include bus improvements, sections of cycle route, speed reduction schemes and improved footways and crossings for pedestrians. These schemes amount to a substantial programme, although the timescales are subject to the uncertainties inherent in the development process. More detail on our developer-funded programme is given in Chapter 11.

PFI funding

3.132 The continuing need to replace substantial numbers of ageing street lighting columns, described in Chapter 9, has caused us to consider again the case for PFI funding for this. We are doing so in a joint exploration with Nottinghamshire County Council and, whether or not we proceed, will keep the possible future use of PFI under review.

Other funding

3.133 Specific government programmes provide other funding. Amongst these are the continuation of the DfT Rural Bus Grant and the funding of free transport for older people to be introduced in April 2006.

Delivery resources - value for money

3.134 To secure value for money we must choose the transport investments that provide the best return against our objectives, and ensure we procure and deliver both capital works and services in the most cost-effective way. Our approach to selecting the best value for money transport investments is described in Chapters 4 to 9 (one for each objective) and Chapter 11 (major schemes). The paragraphs below outline our general approach to value for money in procurement and delivery.

Procuring highway services

3.135 We have for many years used a mixed regime of internal and external provision for highway works, with a direct labour organisation which has consistently met its target of breaking even year by year whilst at the same time providing an effective check on the local contract market. Since the introduction of the 'Best Value' approach we have taken a number of initiatives to increase efficiency further, including a successful partnership with Mowlem's to build the recently-completed Rearsby Bypass, and a trial partnership with district councils on grass-cutting work. We are increasingly using the 'early contractor involvement' model for procuring larger contracts, alongside a shared risk approach to contract costing.

3.136 We already use the multi-authority purchasing power of ESPO (the Eastern Shires Purchasing Organisation) for plant and materials purchase and are currently exploring a complimentary joint approach for the purchase of highway materials with two neighbouring county councils. We also look for other ways to pool purchasing power, often with Leicester City Council. Examples include joint purchase of highway condition surveys, traffic counts and surveys, traffic signal operations and maintenance, bus information system development and traffic modelling.

3.137 The Council, through its Change Management programme, is placing a very high priority on effective procurement, and is taking many new initiatives. Two projects from this wider

programme of particular relevance to LTP2 are essential to support our delivery of efficiency savings, and are being 'fast tracked'. These are the Integrated Passenger Transport Unit (see Chapter 3 'Procuring local bus services') and e-Procurement.

3.138 Within this wider programme we have also been carrying out a fundamental review of the procurement of highway services, aimed at both delivering continuing efficiency savings and providing a stable environment for programme delivery over the LTP2 period. Our work with Derbyshire and Nottinghamshire County Councils to procure a private sector partner for the effective delivery of highway design services, described earlier, is now well advanced and will assist us in dealing with peaks and troughs in workload. We are also exploring options for partnership on works so as to enhance further the successful record of our direct labour organisation.

3.139 We give careful attention to co-ordination of scheme delivery so that we can achieve economies of scale and avoid disrupting the same area twice in quick succession. Local maintenance schemes are routinely timed to be integrated with improvement projects and the improvement schemes themselves are increasingly 'holistic'. In this way additional minor works, for example to improve signing, can be picked up at the same time as a larger scheme is carried out, to reduce costs and save disruption. Through our regular street works co-ordination meetings with Leicester City Council and other neighbouring authorities we minimise disruption and take opportunities wherever they present themselves for one authority to carry out works on behalf of its neighbour when it is carrying out a larger scheme near the authority boundary.

3.140 Learning from others can play a vital role in improving value for money, and to that end we are active participants in the Midlands Best Value Group of local authorities. We are involved in all the sub-groups and undertake extensive benchmarking work, particularly in construction services.

3.141 At a more detailed level, we have taken many further initiatives to secure value for money, including:

- The new Integrated Passenger Transport Unit, noted above and detailed below
- Expanding the use of new technology for data collection. This is increasing the range of services we can offer, increasing accuracy and providing quicker analysis. By conducting these surveys in-house, rather than through consultants, we have already reduced some costs by 50%
- Use of trading accounts which, though not a mandatory requirement, enables us to apply a disciplined approach to work, increasing our value for money
- A target setting/costing initiative, applying to both design and construction, recently trialed with implementation proposed for April 2006. This will eventually feed into the Benchmarking Club
- Our lorry control strategy, which enables us to channel highway maintenance funds into designated lorry routes rather than being dispersed over a wider road network
- Extensive recycling of stone and bitumen from roads and footways into 'new' surfaces
- Using good quality locally sourced aggregate to provide assurance of necessary quality, but at the same time only specifying high PSV stone where it is needed for safety reasons
- Using natural red aggregate for precoated chippings in hot rolled asphalt surfacing to provide demarcation colour in road surfaces and provide new road surface at the same time, using maintenance and traffic calming funds to better effect
- Specifying generic materials wherever possible in order to reduce costs

- Using high-PSV surface dressing as a lower-cost and equally effective alternative to expensive anti-skid surfacing at accident sites where loss of adhesion has been a main cause
- Liaising with companies to sponsor street lighting schemes. This additional funding enables us to support more schemes
- Using new technology (microchips) in beacons, which has saved a considerable amount of money. We are planning to expand this approach
- Replacing worn wheel tracks ('tram lines' on high friction surfacing) to maintain safety and reduce overall maintenance costs
- Using hand held data capture devices on site to log street lighting and traffic management information, maximising efficiency and accuracy
- Letting a contract to procure sponsorship of approximately 120 of the largest roundabouts in Leicestershire. Small signs will be installed on the roundabout naming the sponsors, and we will receive a guaranteed income stream. We are also investigating advertising on lighting columns combined with an integrated public alert/messaging system.

Procuring local bus services

3.142 The other main area of procurement is for contract local bus and school transport services. Supply here is almost exclusively from the private sector and we have taken many initiatives over the years to engage with and understand the market so as to manage the supply as cost-effectively as possible. Like all authorities, we have suffered a number of years of steeply rising market prices, but this unwelcome trend is now easing. We have just completed a thorough review of corporate transport procurement and we are introducing a new and more integrated approach.

3.143 Our new Integrated Passenger Transport Unit will be launched in April 2006. This unit, which will amalgamate all passenger transport functions across the authority, aims to generate cost savings in passenger transport through the efficient procurement of services. Specifically, it will:

- Provide greater purchasing power
- Create a single point of contact for both internal and external customers
- Continue to provide a high quality service to our customers
- Improve our support systems such as IT and management information
- Achieve efficiencies through staff working closer together
- Provide better opportunities for staff to gain wider experience and develop their careers across a broader range of procurement roles.

3.144 It involves bringing together the staff who currently organise bought-in transport across three Council departments. This includes Social Services, Special Educational Needs, Public, Mainstream Education and Community and Rural Transport.

Programming, delivery and budget management

3.145 As part of our preparation for LTP2 we have reviewed from first principles our approach to scheme programming, as detailed in Chapter 11. The work is complete for both improvement schemes and maintenance. For improvement schemes, we have set up a new central team to plan programmes for the full five year period and to co-ordinate their progress through the

various stages from consultation and design to delivery, with outcome monitoring thereafter. We will use from 2006/07 a 'conveyor belt' approach, in which schemes are identified a long way in advance and can be picked up for development however far in advance of the construction date is necessary. This work is helped by our new schemes database, GIS-based, which is now fully developed.

3.146 We are also introducing longer-term planning for maintenance schemes, centred on the team responsible for condition measurement. Full use is made of the data supplied by newly introduced machine-based surveys, but linked closely with the local knowledge of the staff in area offices to produce a comprehensive programme of schemes. Priority selection of schemes is driven by the condition indicators, and programme development will now be planned over a longer time horizon to allow better resource allocation and better opportunities for integration with improvement schemes.

3.147 Programme management can be let down if schemes are not costed with sufficient accuracy in advance. A key reason for this is the addition of further elements to improvement schemes as they go through consultation. Considerable work has taken place over the last year to reduce this problem and produce initial scheme estimates of sufficient accuracy for programme development.

3.148 Once the year's programmes are in progress, we use our monthly Works Progress Management Group to monitor progress and take corrective action if necessary. If required, we use this process to replace one scheme with another, ensuring that the programme overall still balances, not just financially but also in terms of scheme outputs and final outcomes. We have been using this approach with increasing success and our annual scheme delivery and spending against budgets has been rated highly in government evaluations.

3.149 At a higher level, we ensure that our overall performance in delivering our programmes on time and to budget is monitored as part of overall performance management within the Highways, Transportation and Waste Management Department. For this, we use bi-monthly meetings of our Strategic Performance Improvement Group, which give a close overview of performance. A particular strength of this approach is that it allows us regularly to assess the risks around delivery and to take appropriate compensatory action as necessary.

Additionality

3.150 We have taken steps to ensure that we improve value for money by maximising additionality from different funding sources. For example, joint work with Sustrans has enabled us to deliver schemes of benefit to each organisation earlier than would otherwise have been possible. Similarly, a well thought out approach to the negotiation of developer funding allows us to ensure that we properly absorb the traffic impacts of development whilst at the same time bringing about wider transport improvements through a modest injection of our own funds.

Background to the development of strategies and proposals

3.151 Each of the six LTP objectives, with its indicators and targets, requires an implementation strategy to exploit to best effect the resources available. These strategies need to address the degree of problem, the opportunities available and the rationale for bringing forward proposals. This section sets out the background and approach to developing the six strategies, including the studies we have carried out and our strategic environmental assessment.

3.152 Our proposed implementation strategies have their origins in Best Value reviews and subsequent action plans, and are influenced by the experience of implementing LTP1. Performance management is centred on LTP indicators and targets and a range of

investigations and transport studies has taken place over the last two or three years involving many county, city and district colleagues and specific local consultation.

3.153 Before presenting the implementation strategies, this section of the chapter outlines some of the background studies and transport modelling work that underpins the LTP and shapes the overall approach to much of our programme development and implementation.

Best Value reviews

3.154 During the LTP1 period, nearly all the transport functions of the County Council were scrutinised in two Best Value reviews. The first review was of public transport, and resulted in an Audit Commission rating of a good service with excellent prospects for improvement. Amongst many improvements since made, we now have in place the hourly bus network for 95% of residents, which was achieved in October 2004, and expansion of complementary public transport services for disabled people, which was achieved with countywide coverage in November 2004. The review's conclusions have been central in developing our bus strategy for tackling congestion and improving access to facilities (see Appendix G).

3.155 The second Best Value review was of all highway functions. Following Audit Commission inspection in June 2002, the service was rated good with good prospects for improvement. The 65 ensuing action plans, virtually all now complete, included:

- A clearer strategic approach to highway network management
- Enhanced arrangements for initiating and delivering LTP improvement schemes
- A whole-service structure and culture to deliver organisational cohesion
- A more customer-focussed approach to service delivery

Tables 3.2 and 3.3 summarise the key actions from the Best Value reviews.

Table 3.2 Best Value Review - Public Transport Services

Summary	Specific recommendations following review	Action
The review covered: <ul style="list-style-type: none"> • support for local bus services including subsidised services, passenger information, Quality Bus Partnerships and community based transport, • support for local rail services, • provision of public transport services for people with mobility problems 	There were 41 recommendations which were split into the following 7 categories:- <ul style="list-style-type: none"> • new bus policy • bus service quality • bus supply • bus information • rail • accessible transport • service management and administration 	Measures and initiatives that we have introduced, and will continue to improve, to achieve the objectives of the Best Value Review include: <ul style="list-style-type: none"> • hourly bus network for 95% of residents (achieved Oct 2004) • new network of 'deep rural' services (achieved Oct 2004) • countywide transport services for disabled people (achieved Nov 2004) • new approach to ensuring service quality

Table 3.3 Best Value Review - Highway Network Management

Summary	Specific recommendations following review	Actions
<p>The complete range of highway network management functions was reviewed, including:</p> <ul style="list-style-type: none"> • transportation policy and strategy • development of highway network improvements • traffic management • travel and road safety management • street lighting • highway development control • highway maintenance and administration 	<p>There were 65 recommendations, which were split into the following 11 categories:-</p> <ul style="list-style-type: none"> • Policy and strategy • User access and satisfaction • User information and consultation • Working with district councils • Working with local councils • Organisation and management • Employee awareness training and development • Performance management • Business management • Service design and priority • Procurement 	<p>Measures and initiatives that we have introduced, and will continue to improve, to achieve the objectives of the Best Value Review include:</p> <ul style="list-style-type: none"> • Core data model • Road safety review • Freephone Roadline number • Highway charter • Local member forums in each district • Extended the weekly “What’s On” giving information on roadworks to parish councils • Customer care module as part of Highway Management System • Improvements to highway defect reporting through the internet and at five service shops. • A clearer strategic approach to highway network management • Enhanced arrangements for initiating and delivering LTP improvement schemes • A more customer focused approach to service delivery

Central Leicestershire

3.156 The scope of our extensive joint working with Leicester City Council in the Central Leicestershire area was detailed in Chapter 2. A key tool for effective delivery in this area is the Central Leicestershire Transport Model (see Figure 3.2). Larger transport schemes, land-use planning and predicting congestion all depend on transport modelling to test the outcomes of proposals and during the last two years we have completely renewed the model. This process has included roadside interview surveys at 57 locations in 2003/04 and the complete re-coding of roads and junctions throughout the area. The model has separate highway and public transport networks linked by a forecasting process influenced by the relative attractiveness of travel by car, bus or train.

3.157 A major strength of the model is the inclusion of future land-use developments and the transport pressures they will place on the transport networks. Proposals developed by transport studies and other means can be tested by the model against the rising travel demands from land-use development and economic growth. We have tested a provisional programme of Central Leicestershire schemes for the LTP period to predict future congestion, and the model has also been used for developing park and ride options and specific aspects of bus corridors and outer ring road junction improvements.

3.158 It is also an important tool for looking at options within the longer-term transport strategy. Particular applications are expected to include city centre regeneration and the feasibility of completing the final section of the Leicester Outer Ring Road between the A47 and the A6 south-east of Leicester. There will also be national interest in the DfT study using the model to

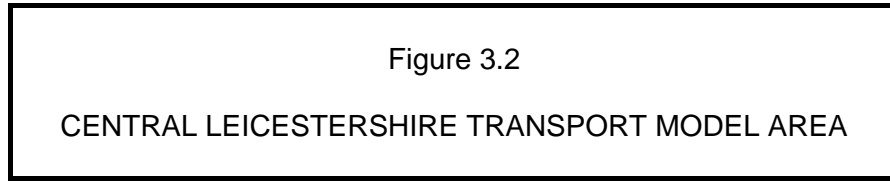
look at generic urban transport options for consideration in future national transport policy. The county and city expect to gain from the additional insights that this DfT project will provide.

Transport studies

3.159 We have carried out a study into land-use and congestion in the M1 junction 21 area. This southwest sector of urban Central Leicestershire has seen major land use developments and an improved road network, but congestion and bus delays occur at some junctions. Further land-use development is expected in Blaby District Council's emerging local development framework. There have also been road casualty problems and there is scope for highway landscape improvements in what has become a more urban public space. The main study recommendations have been tested using the transport model and have contributed to LTP2 programme development.

3.160 As detailed in Chapter 2, we have also carried out a transport study for Loughborough. The study has included extensive consultation and, in addition to the major scheme, has highlighted various problems and contributed to LTP2 programme development. After comprehensive roadside interview surveys in 2003 and 2005, we have completed the renewal of the Loughborough Transport Model. It is being used for the Loughborough Town Centre major scheme, and will be essential in further evaluating the land-use and congestion implications of major developments to be considered by the county in partnership with Charnwood Borough Council.

3.161 As detailed in Chapter 2, a third study has been carried out for Melton Mowbray. Again, following extensive consultation, our study has highlighted a range of transport problems that have contributed to LTP2 programme development and have established the need to plan for a future bypass. Following roadside interviews in 2003, we are using the completely new Melton Mowbray Transport Model in partnership with Melton Borough Council to study future bypass options and the land-use and congestion implications of the emerging local development framework.



Strategic Environmental Assessment

3.162 We completed and consulted on a Strategic Environmental Assessment (SEA) for the Provisional LTP2. Environmental Impact Assessments are also required for the major scheme proposals.

3.163 The main recommendations from the SEA were:

- Environmental objectives should be integrated into the transport asset management plan
- Information on the quality of roadside verges for nature conservation should be gathered and monitored
- The use of recycled materials and the reuse and recycling of waste should be maximised in transport works wherever possible
- Good quality buses, managed efficiently, are essential to avoid air quality impacts of modal shift
- Continued monitoring of air quality across the county is essential. A deterioration below national objectives could require remedial action during the plan period
- Scheme design which is sensitive to biodiversity, landscape character and the historic environment is essential to avoid deterioration of local heritage
- Early consultation with environmental experts should be incorporated in all schemes
- Further emphasis on marketing and promotion of sustainable travel in Leicestershire is required to affect behaviour and increase the use of new and existing infrastructure. Budget allocations for this work should be detailed in the LTP.

3.164 Chapter 9 details how we have developed the TAMP in accordance with the first three points above whilst Chapter 7 demonstrates our monitoring of air quality and the role buses have in improving air quality. Chapter 11 demonstrates our approach to scheme design and consultation and also highlights budgets for marketing and promotion of sustainable travel.

3.165 As required by SEA guidance, consultation on the SEA was carried out during autumn 2005 alongside the Provisional LTP. Consultation included both the public and the statutory consultees (English Heritage, English Nature, and the Environment Agency), and was used to determine opinion on what changes should be made to the LTP in the light of the SEA. The responses are noted in Appendix B and have informed the revised programme and targets to be included in the final LTP2:

- We have accepted all of English Heritage's comments, although it is worth noting that, as a major scheme, Earl Shilton Bypass is subject to its own SEA and the statutory bodies will be consulted again as part of this process
- We have noted the Environment Agency's preference for sustainable drainage. Although there are difficulties in the retrospective introduction of SUDS technology in urban highway drainage, we have been increasingly using SUDS techniques on our new highway schemes. A good example of this is the Rearsby Bypass, where one substantial balancing pond is also being developed as a wildlife area. SUDS technology has also been successfully introduced at the Billesden highways depot to treat waste water produced during road sweeping operations. It is worth noting in addition that in rural areas highway drainage is substantially dependent on the use of ditches, which also provide a sustainable surface water management system

- The minor concerns which English Nature have expressed will be taken into account as the LTP programme develops and detailed consideration is given to individual projects and the developing transport asset management plan.

3.166 A summary of the Environmental Report, which includes the recommendations, is given in Appendix H.

Programme development

3.167 Following the Highways Best Value review, we have developed new methods of prioritising schemes in the capital programme. The structure of the programme has been completely reviewed taking full account of the six LTP objectives. This has resulted in an even sharper focus on road safety, concentrating on casualty reduction. Some schemes related to the wider safety agenda are now placed under other LTP objectives. Safer routes to school which aim for reduced car usage, as opposed to casualty reduction, are linked to school travel plans and tackling congestion. Community safety lighting for personal security is placed under the access to facilities objective. Speed reduction schemes, unless they offer significant casualty reduction, are placed under the LTP objective for reducing the impact of traffic.

3.168 More detail on the prioritisation of our schemes for the capital programme is given in Chapter 11.

