

9.1 Increasing Sustainable Travel

Introduction

Increasing the number of journeys made by sustainable means is an overarching objective of the Local Transport Plan and is fundamental to the delivery of a sustainable and integrated transport system for the County. Within the programme, a broad range of measures and initiatives contribute to advance sustainable travel. We recognise the importance of combining physical measures and effective promotion in order to increase sustainable journeys. Direct improvements to infrastructure support existing users, reinforce their choice of sustainable travel and improve the offering to prospective users. With such a broad and complex subject, promotional activity is essential both to inform and increase awareness of services and options and to deliver motivating and compelling messages to encourage trial and repeat usage.

Behavioural change can also contribute to meeting rural transport objectives by increasing the viability of public transport and improving accessibility by greater car sharing.

The Council plans to co-ordinate the communication of all contributory measures and initiatives to support the delivery of the overall vision for transport:

'A sustainable and integrated transport system which recognises the distinctive characteristics of Herefordshire's rural and urban areas and provides for the transport needs of residents, visitors and the business community.'

9.1.1 Key Outcomes

In delivering this strategy the Council will work to achieve:

A general shift towards more sustainable and healthy modes of travel, such as walking, cycling and public transport, and away from single occupancy car use. This overall objective contributes directly to the delivery of the four shared outcomes.

Tackling Congestion

Increasing the number of journeys made by sustainable means contributes directly to reducing the level of road congestion. Rail and walking journeys remove travellers from the road network completely, while bus travel, car sharing and cycling all deliver greater efficiency on the network. Increases in journey times, driven by traffic congestion are a recognised reality for most travellers. The avoidance of delay and the resultant 'time saving' is a core motivator for commuters in particular and therefore we will continue to focus on that benefit in our promotion of more sustainable means of travel and challenge the perception that car travel is quickest.

Delivering Accessibility

Lack of awareness of existing services and options is a major barrier to access for many residents. We will continue to prioritise the promotion of existing infrastructure and services to encourage usage and maximise returns. We will work to ensure that materials are relevant to the needs of users and will explore innovative methods of communication to increase usage and improve retention. We will continue to work in partnership with Community Transport organisations and voluntary groups to target information to 'hard to reach', disadvantaged and vulnerable groups. Additionally, we will work to ensure that we consider the broad needs of county residents when developing sustainable transport initiatives and that we exploit the wider social benefits that existing infrastructure offers.

Safer Roads

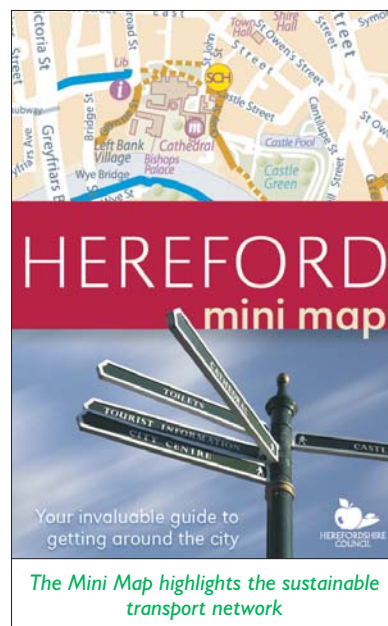
Increasing Sustainable Travel contributes to safer roads in a number of ways and has links to other areas that are directly concerned with Road Safety.

This Sustainable Travel Strategy aims to reduce vehicle congestion by increasing the number of journeys made by sustainable means. This reduction should have a beneficial effect on road safety but any growth in sustainable travel, and in particular walking and cycling, must be accompanied by the provision of safe routes and facilities. Across the LTP we will work to improve safety via a combination of engineering measures, environmental solutions, training and awareness.

In addition to progressing specific schemes to improve conditions for cyclists and pedestrians, we will integrate Vulnerable Road User and Cycle Audits into the work programme for general schemes. We will work to upgrade existing facilities and networks to improve personal safety and security.

Through a combination of School Travel Plans and Road Safety Education, we will promote and deliver quality training to support children as pedestrians, cyclists, public transport users and car passengers. We will further promote and deliver quality training to support new and returning adult cyclists.

In promoting Sustainable Travel, we will seek to foster greater awareness and consideration of the needs of different users and to promote sharing road space.



Better Air Quality (and Related Health Benefits)

Through this plan we aim to reduce vehicular traffic, firstly by increasing walking and cycling journeys and secondly, by encouraging more efficient use of the road network through increased use of public transport and car sharing.

Through Business Travel Plans, we will encourage greater fuel efficiency for business travel. We will provide businesses with access to information and grant funding to upgrade older engines and improve driver training.

We recognise that personal health benefits are a key motivator in switching to 'active' Sustainable Travel. We will continue to focus communication on these benefits and to support access to active travel. We will work in partnership with the Primary Care Trust and other health care professionals to ensure that communication is accurate and responsible and to ensure that health practitioners are aware of relevant initiatives and able to disseminate information to groups with a specific health need.

9.1.2 Strategy

The Council's strategy for promoting Sustainable Travel is guided in part by the nature and make up of the County. Herefordshire is a large, rural county with a relatively scattered population and a high proportion of small businesses. The Strategy aims to maximise the efficiency of communication and to prioritise those areas where the impact of private car use is most severe by:

- Focusing activity on areas where people are concentrated, face common issues, have similar concerns and where there is the opportunity to co-ordinate communication and action;
- Creating relevant communications that focus on the key motivating benefits - money, time, and health;
- Prioritising delivery of pragmatic and practical measures to enable positive behaviour shift; and
- Utilising the implementation of the Council's own Travel Plan to showcase best practice and to enable countywide access to travel initiatives.

The Council recognises the importance of taking a lead in the development and implementation of Travel Plans in the County. As one of the counties largest employers with a diverse range of operations and a large number of sites, the Council's Travel Plan is likely to be the most complex in the County. It therefore provides a sound model from which to share learning with other organisations progressing Travel Plans. For example, methodologies for surveying employee travel to work patterns and attitudes towards travel issues and for conducting site surveys are available for guidance. The Council Travel Plan provides a broad range of practical measures, some of which can be shared with other organisations and others that offer

potentially replicable travel solutions. In addition, Council Officers have developed significant experience in researching and implementing measures such as flexible working schemes and IT-driven tele-working and this experience is made available to other organisations considering the practicality of such measures.

In exercising the Council's Development Control functions, in appropriate cases, developers are required to submit Travel Plans to the Council for approval and to contribute to improvements in walking, cycling and public transport facilities. As a result of such agreements, Travel Plans have been agreed at schools, businesses and retail locations across the County. Council Officers work closely together to ensure that specified conditions are appropriate and Officers contact applicants on a regular basis to offer guidance and assistance through the process and to monitor progress.

The Authority is a member of the West Midlands Regional TravelWise Group, which meets regularly to share best practice. The Group agrees regional implementation of national TravelWise initiatives, co-ordinating promotions, producing campaign materials and providing feedback to the National TravelWise Association Group.

9.1.3 Target Groups

The Business Community and Public Organisations

The rural nature of the County has a significant bearing on the way that employees usually travel to work and to marked differences between Herefordshire and the average travel mode for England and Wales. Across the County a higher percentage of people in employment usually drive to work and a far lower percentage use public transport than the national average. However, the County does benefit from higher than average walking and significantly higher cycling to work. The County averages mask significant variances between travel to work patterns in the City of Hereford, the market towns and the rest of the County. The position in the City of Hereford is substantially more positive with fewer people driving, many more walking and more than three times the national average cycling to work. Conversely, in the rural areas of the County, car ownership is at its highest and reliance on the private car to access employment is more marked.



We help support businesses to develop and implement Travel Plans

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There are over 7,000 businesses located across the County, the majority of which employ less than fifty people. The top one per cent of businesses employs just short of 20% of total employees, while the top 2.5% account for 30% of employees. Several of these larger organisations already have Travel Plans in place. The Council will continue to work with this group to promote ongoing implementation and monitoring and to encourage the adoption of further Travel Plans, thereby promoting Sustainable Travel to a large-scale audience. Council Officers will approach businesses to present and discuss the business rationale for Sustainable Travel and to offer advice and guidance through the process. Sample documents and methodologies will be made available and Officers will advise businesses on sources of specialist advice. Where neighbouring or related businesses may also be involved in travel planning, Council Officers will seek to facilitate partnership working.

Over 85% of businesses in the County have ten or less employees. Transport issues, and particularly those around single occupancy car commuting, are unlikely to be a high priority due to their small scale. However, the aggregated effect of travelling to these businesses has a significant impact and makes up a large proportion of rush hour congestion in the County. The majority of these businesses have limited resources, both people and financial, and will require proactive encouragement to implement new initiatives. The Council will continue to target TravelFund, the Business Travel Grant Scheme towards smaller employers to assist them to put in place practical measures to encourage more Sustainable Travel. Where appropriate, the Council will seek to promote partnerships between neighbouring businesses to maximise efficiency and produce joint solutions.

Rotherwas Industrial Estate Travel Plan

The Rotherwas Travel Plan has been in place for two years and seeks to work with employers on the estate to encourage staff to use more sustainable forms of transport to access employment opportunities. Currently 35 of the companies on the estate are signatories to the Rotherwas Travel Plan. Funding has been secured for a further three years and this continuation will ensure the comprehensive and inclusive approach to Travel Planning, Economic Development and other issues of concern to local businesses coordinated by the role of the Officer will continue to deliver results. The continuation of Travel Plan events and promotions is an important facet for changing travel mode to and from the estate. The project is widely known to the major business names at Rotherwas and to the South Wye community in general.

Residential Communities

We are committed to working with communities through a process of direct engagement and participatory processes, to facilitate community initiated area-wide Travel Plans. We have gained substantial recent experience of the benefits of a community-based approach through our work on the St James and Bartonsham Community Travel Plan. We are committed to

harnessing the potential for community driven travel change, in addition to delivering unrelated social benefits.

We will build on this work and use it to facilitate future Community Travel Plan development. We will showcase the project to encourage other residential communities to work with us to effect travel change in their areas. This approach is most successful in areas with existing social cohesion and identifiable community champions. The communities will be self-defining.

Within each community, we will aim to raise awareness of Sustainable Travel alternatives, to promote more walking and cycling, greater use of public transport and more efficient use of private cars and to put in place Travel Plans that harness the full range of available travel initiatives. These projects will also support the effective delivery of infrastructure to support mode shift and meet local needs.

St.James and Bartonsham

In May 2002 Herefordshire Council started work with St James and Bartonsham Community Association to support the development and implementation of an innovative Community Travel Plan for the area. The aim of the Community Travel Plan was to increase walking and cycling and decrease single occupancy car-use in the area. A Steering Group, comprising community representatives, Herefordshire Council Officers, and representatives from local organisations, was established to oversee the process. This pilot project received a small start-up grant from the New Opportunities Fund, and a Project Manager was appointed. This has included a series of community forums, public meetings, household surveys and questionnaires. The level of dialogue in this approach does require significant resources but it has facilitated effective and dynamic partnership working and has encouraged wider community participation.

There are 845 households and 11 businesses in the area. Measures contained in the Community Travel Plan include a new pelican crossing on St Owens Street; new cycle racks at the Riverside Centre. Soft Measures include tailored travel information for residents of the new housing development, and for residents participating in the Individualised Marketing pilot and free cycle maintenance classes for children and adults.

In addition, following a lengthy period of consultation and engagement with residents, plans to re-design a key junction in the area are now under consideration.

The General Public

Whilst we concentrate our travel planning support via businesses, schools and residential communities, we recognise the importance of providing both residents and visitors with quality information covering Sustainable Travel infrastructure and services. We will continue to work in partnership with other council directorates to ensure that infrastructure is

included in all standard publications and will use the regular council newsletter to feature initiatives and distribute specific literature. In addition, we plan to make as much of our information and resources available on-line as soon as possible.

Prior to creating dedicated promotional materials, we will consult widely and involve user groups wherever possible. However, whilst we involve individual user groups, our communication is planned to be broad in appeal to generate greater scale of support for our initiatives. We plan to involve our partner organisations to reflect this broad perspective and to generate support and shared ownership. Communication will seek to foster greater awareness and consideration of the needs of different users and to promote the concept of sharing road space.

We will work to ensure that promotional materials are relevant to the needs of users and will explore innovative methods of communication to improve usage and increase retention. In addition to more traditional distribution methods, we have worked successfully with our retailer business contacts to target information to the resident public. We plan to continue to use this method to position our communication in the mainstream and to deliver mass coverage.

Herefordshire is a destination for both holidaymakers and day visitors. We will continue to work with our colleagues in the Tourism Unit to ensure that information on Sustainable Travel is provided as part of their enquiry service. In addition, the teams work together to promote 'Car-free Tourism'. In the past, this has led to the creation of Leisure Cycle Guide, promoting routes of varying lengths around the county. This is an example of a project that benefits both visitors and residents. It is our intention to continue to explore opportunities to promote the County in ways that safeguard its character and landscape.

There are a number of Sustainable Travel initiatives and events with a broader focus that take place across the year. These include, Bike Week, including the Big Bikeathon, Environment Day, Car-free Day and TravelWise Week. We will work with user groups and Travel Plan contacts to support and promote local themed events.



Children at Bosbury Primary School helped design this mural which celebrates their Travel Plan

9.1.4 Young People and Parents - School Travel Strategy

The journey to and from school is a major contributor to the increase in car usage nationwide. In 1989/91, 56% of children between the ages of 5-16 walked to school compared with 49% in 1999/01. In this period the proportion of children travelling by car increased from 21% to 28%. The 'school run' now has a significant impact on peak time traffic levels. In 1999/01, between 8am and 9am during term time, one car in ten on the road in urban areas was taking children to school and at the peak time of 8.50am the school run accounted for 17% of all cars. (DfT, 2003). There is a similar trend within Herefordshire although travel patterns show a more severe position with regard to travel by car, largely due to the large number of rural primary schools in the County.

The promotion of sustainable travel within schools in the County received a major boost in 2004 when the Council secured funding from the DfES/DfT for a full-time School Travel Advisor and a School Travel Support Worker. At the same time, the DfES and the DfT combined to introduce a Travelling to School initiative to 'bring about a step change in home to school travel patterns to cut congestion and pollution but also to allow many more pupils to take regular exercise'. The initiative aims to encourage schools to develop and adopt School Travel Plans and rewards qualifying schools with capital grants to fund improvements to travel infrastructure. The appointment of the School Travel Team has enabled the Council to provide a high level of support to schools throughout the County. The Team works in partnership with teachers, governors and parents to raise awareness of school

School Travel Strategy meets all targets:

The Government's Travelling to School Project Board commissioned a review of all Local Authorities' School Travel Strategies in 2005. The review looked at how each Local Authority satisfied the revised School Travel Strategy requirements and how much progress had been made towards achieving the government's aim for all schools to have a Travel Plan by 2010.

Herefordshire has come in the top 33% of Local Authorities achieving Category 1 in this review. Herefordshire's revised School Travel Strategy meets all of the criteria, including partnership working and community involvement, and we have exceeded the interim target of 40% of schools having Travel Plans by 2006. Indeed, by the end of March 2006 we estimate that 60% of our schools will have completed Travel Plans and we are well on course for every school to have a Travel Plan by the end of the decade.

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travel issues, to encourage the development of School Travel Plans, to involve pupils in the process and to offer guidance and support to assist implementation. In addition to promoting the development of School Travel Plans, the Team also co-ordinates the Council's programme of Safer Routes to Schools projects. School Travel Plans and Safer Routes to School are complementary initiatives. The former primarily deals with promoting the use of alternative modes to pupils and parents via softer measures, such as cycle training and promoting walking buses and car sharing, while the latter seeks to improve physical infrastructure on routes to school.



Pupils from Shobdon Primary School conducting a Travel Survey and assessing the impact of a vehicle activated Speed Indicator Device

To date, 41 schools in Herefordshire have developed Travel Plans: 33 Primary Schools, 5 High Schools, and 3 Special Schools. The School Travel Team works with schools to ensure that plans are relevant and comprehensive and meet the required standard to qualify for the DfES capital grant. Schools are encouraged to involve all possible stakeholders and to seek the involvement of local Councillors, the Police and other local groups to ensure that plans are fully supported and that proposed measures will be endorsed. The School Travel

Adviser co-ordinates the involvement of many other Council Officers in related areas, such as Extended Schools, Eco Schools, Healthy Schools and Road Safety. A School Travel Working Group, which has members from these various areas has been established. The Group meets regularly to exchange ideas and information.

Completed School Travel Plans must be approved and signed off by the School Travel Adviser, the Headteacher, and the Chair of Governors and Senior Officers from Herefordshire Council. The School Travel Adviser provides regular updates to the West Midlands Regional School Travel Adviser, who co-ordinates and reports on progress to the DfES and DfT. The STA also attends regular regional meetings with colleagues in neighbouring authorities to share best practice and co-ordinate regional promotional initiatives.

School Travel Plans contain targets for modal shift and a commitment to monitor travel patterns and revise and update the Action Plan. Each school with an approved Travel Plan will be contacted regularly to check on progress and to help with any initiatives and assist with problems. In addition, they will be required to conduct an annual 'Hands-Up Survey' of how pupils travel to school. This data will be submitted to the DfES via the Regional Travel Adviser and will be used to show how far schools are achieving their targets for modal shift. The overall position in terms of journey to school by different modes is summarised in figure 9.1A below. We have used this data to establish a baseline for the mandatory LTP2 school travel target.

Our LTP2 target for tackling school travel is to reduce car mode share for primary school pupils from 43% to 35% by 2010/11 and from 18% to 15% for secondary school pupils.

In addition, we have set a target to help focus the delivery of the School Travel Strategy and to work towards the Government target of all Herefordshire schools having a Travel Plan in place by 2010:

Table 9.1A: Local Indicator for School Travel Plans

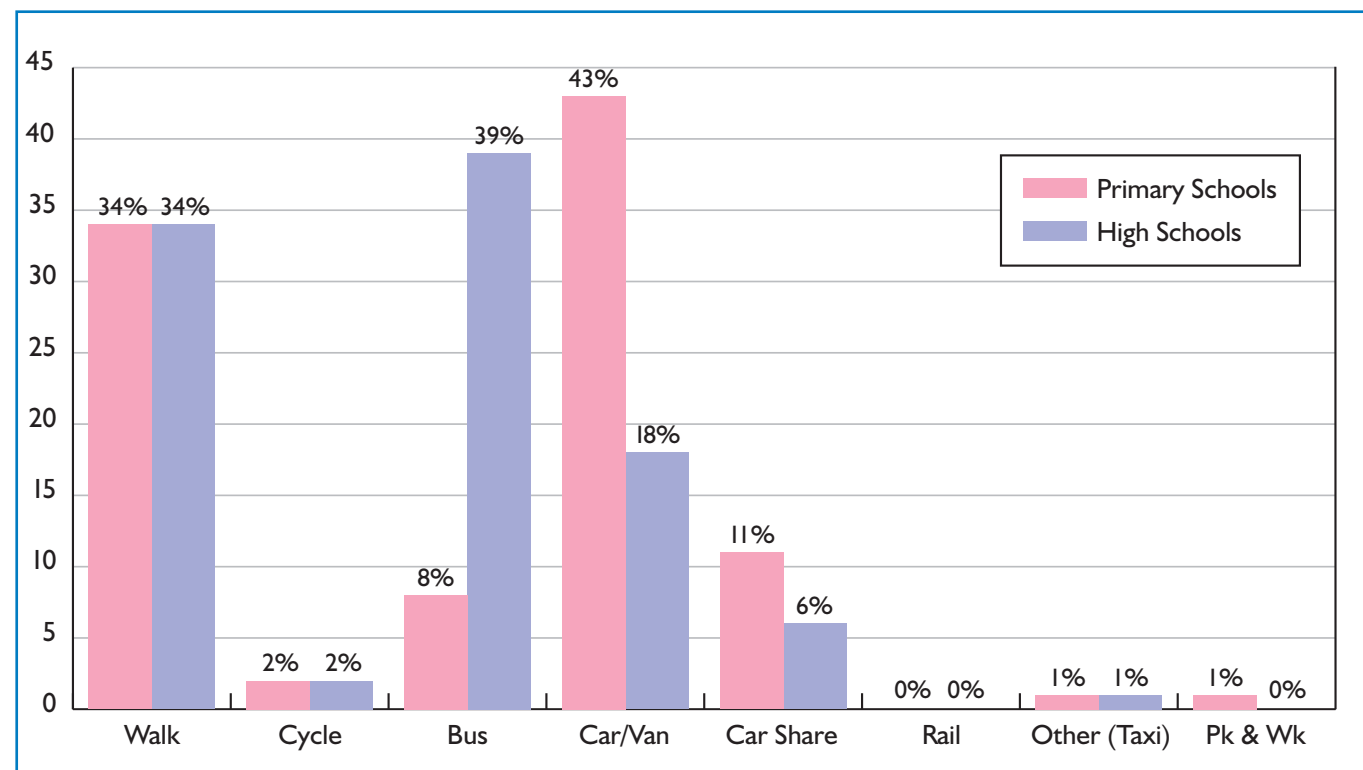
Year	2004	2005	2006	2007	2008	2009	2010
STPs	19 - Actual	22 - Actual	15	15	15	15	4
Cumulative % of schools	18%	39%	53%	68%	82%	96%	100%

In addition, all schools are encouraged to take part in the National Walk to School Weeks in May and October and promotional literature is provided to those schools taking part. Travel Plan leaflets, outlining the process, have been designed and distributed and car share leaflets have been produced for schools to distribute to parents as part of their Travel Plan

Strategy. Curriculum resources are being developed for use in the classroom and in assemblies.

A newsletter 'School Travel Plan Update' is circulated regularly to all schools with the latest news on Travel Plans and details and pictures of school successes.

Figure 9.1A: Travel to School - Modal Split based on those Schools with Travel Plans (March 2005)



9.1.5 Summary of Sustainable Travel Measures

Business Travel Plans

We will encourage the adoption of Business Travel Plans in the county via a combination of promotion, TravelFund grant support and appropriate use of Development Control procedures. We plan to increase the percentage of employees in the County covered by Travel Plans by focusing efforts on major employers.

School Travel Plans

The School Travel Team will support schools throughout the County to engage pupils in the issue of Sustainable Travel through the process of developing School Travel Plans and implementing practical solutions. The team will also give further support to those schools engaged in Safer Routes to School projects.

Car Sharing

We will promote our countywide car share scheme (www.twoshare.co.uk) as a core support for all Travel Plans and as a means of improving rural access to travel. The promotional programme will continue to target all major businesses in the County, where we will use 'Twoshare' to introduce Sustainable Travel and to lead on to the concept of Travel Plans. In parallel, we will run an awareness campaign with the general public to encourage membership across the County from all sectors of the population and to exploit the potential for social inclusiveness. We plan to survey scheme members on a regular basis to understand the true extent of active sharing and to improve the scheme and our promotions.

Raising Awareness

We will continue to promote existing infrastructure and services with a range of quality publications and specific, targeted events. We will work to increase the accessibility of information, both through a more diverse distribution profile and also by increasing the range of materials accessible via electronic means. We will support planned major improvements to infrastructure, such as Park & Ride, with significant promotional campaigns to establish high levels of awareness across the County.

Child and Adult Cycle Training

We will support all Travel Plans by providing access to child and adult cycle training and advice on route selection and cycle maintenance classes. Child cycle training will be delivered via the school, with off-road training delivered in Year 4 and on-road training in Year 6. We plan to extend our network of adult cycle trainers to allow training to be delivered across the county by locally based trainers. Adult cycle training will be delivered by CTC Approved Cycling Instructors.

Supporting and Promoting Events

We will continue to support and promote key national events and initiatives within Herefordshire, working with user groups to broaden awareness and encourage participation from the general public. We will also promote events via our network of Travel Plan contacts and will encourage employers to allow employees to become involved.

Twoshare Survey

We have recently undertaken a survey of 'twoshare' members to gain greater understanding of how the scheme is operating and to learn more about travel patterns in the County.

The survey has shown that interest in car sharing is countywide, with strong representation from the rural areas. Membership is not limited to Herefordshire, with clusters of members in our neighbouring counties of Powys, Shropshire, Gwent, Gloucestershire and Worcestershire.

The current membership is overwhelmingly work commuters, with 82% in full-time work. Half of our respondents became aware of 'twoshare' at their workplace, some through Travel Plan initiatives and the majority via publicity materials distributed to employees.

Twoshare generated prospective journey matches for 30% of respondents, and just under half that number went on to confirm successful car shares. As of December 2005, over 60% of that group, just short of 10% of total respondents, were still car sharing, and all of those share their journeys every day.



The survey shows that 'twoshare' is playing a key role in providing a more Sustainable Travel option for travellers in the County, and particularly those in rural areas where there may be fewer Public Transport options. We have been able to quantify the funnel effect from membership to active sharing: for every ten new members, three have found prospective matches and one has gone on to car share. We aim to improve that ratio as 'twoshare' membership grows and the potential for matched journeys increases. However, we recognise that the scheme's appeal to rural residents does depress the rate of precise journey matches. Overall, the survey has affirmed our strategy of building awareness of 'twoshare' via a rolling communication programme and of focusing significant promotional activity on workplace initiatives.

9.2 Cycling Strategy

This strategy outlines objectives, targets and policies to achieve its overall aim to encourage cycling as an alternative mode of transport to the private car.

9.2.1 Objectives

The strategy is guided by the following objectives:

To maximise the role of cycling as a transport mode and as a leisure activity, in order to reduce the use of the private car.

To develop a safe, convenient, efficient and attractive transport infrastructure that encourages and facilitates the use of walking, cycling and public transport and which minimises reliance on, and discourages unnecessary use of private cars.

To ensure that policies to increase cycling and meet the needs of cyclists are fully integrated into the Unitary Development Plan, Local Transport Plan and all complementary strategies including transport studies and strategies, environment, education, health and leisure strategies.

9.2.2 Cycle Policy

This strategy contains a number of policies covering such issues as cycle friendly infrastructure, cycling promotion, new development, integration with public transport and consultation.

Key Policies: -

- To develop a high quality route network with priority given to Hereford and the market towns and links to surrounding settlements which generate commuting journeys.
- To ensure that route networks achieve high standards of coherence, directness, safety, attractiveness and comfort and are designed in accordance with 'Cycle Friendly Infrastructure -Guidelines for Planning and Design'.
- To carry out where appropriate reviews of schemes in accordance with 'Guidelines for Cycle Audit and Cycle Review'.
- To ensure that development does not sever routes used by cyclists or pedestrians or prejudice accessibility by walking or cycling and to require developers to provide through routes across sites where these will deliver improvements to the cycle network.
- Integrate cycling with public transport to facilitate cycle use as part of longer journeys.
- To secure adequate cycle parking at educational establishments, retail centres, public transport interchanges, leisure facilities, workplaces and other major journey attractors.

- To promote the health, financial and environmental benefits of cycling and the need for reduced use of the private car.
- To ensure that cycle infrastructure proposals are supported by regular consultation with local cycling organisations.
- To continue with child cycle training and adult cycle training covering the whole County.

9.2.3 Policy Linkages

See table below.

9.2.4 Progress to Date from LTP I

A countywide Cycling Strategy Report was produced in June 1997 by consultants on behalf of the then Hereford and Worcester County Council, which highlighted where improvements to assist cyclists were required, this was used as the base for the LTP I Cycle Strategy. Following reorganization the Herefordshire Council established the Herefordshire Cycle Forum, whose guiding vision is: to create an environment which encourages cycling in Herefordshire and to ensure that the needs of cyclists are addressed by all Directorates of the Council.

This forum has now been combined with the Herefordshire Pedestrian and Access Forum. The guiding vision extends to ensuring the needs of pedestrians, cyclists and those with mobility difficulties are considered, with objectives to support improvements for them in the County. This new Herefordshire Combined Forum has sub groups to deal directly with specific proposals around the County and reports back to the Combined Forum.

Specific works undertaken include: access improvements to the Great Western Way, Ledbury Town Trail and Ross Town Trail after audit. Resurfacing of Ledbury Town Trail and Ross Town Trail. Installation of two short sections of cycle contraflow to make two popular routes more coherent. Partnership working with Sustrans, the National Cycle Network organization, to develop National Cycle Network routes and Safer Routes to Schools. Installing new cycle parking at key locations and extending parking at popular sites.

During 2005-2006 we participated in the English Regions Cycling Development Team and East and West Midlands Cycle Benchmarking Group. This group comprised ten local authorities visiting and assessing each other's cycling facilities. The group scored benchmark quality scores of 8 and above out of ten for fifteen items of the Council's activity.

Table 9.2A: Cycling Policy Linkages

Shared Priorities	Key LTP Outcomes for Herefordshire	Cycling Strategy Contribution
Delivering Accessibility	<ul style="list-style-type: none"> ■ Better access to jobs and services ■ Increased use of sustainable modes of travel ■ Assets maintained well 	Our cycle infrastructure programme: <ul style="list-style-type: none"> ■ focuses on improving cycle links between schools, residential areas and workplaces as well as health, community and public amenity sites. ■ improves integration with public transport ■ includes development of the National Cycle Network in the County and in the market towns
Tackling Congestion	<ul style="list-style-type: none"> ■ Reduced congestion ■ Assets maintained well ■ Supported and enabled economic development ■ Increased use of sustainable modes of travel 	Our cycle network development: <ul style="list-style-type: none"> ■ develops Safer Routes to School and with at-school cycle parking reduces the need for the pupils to be driven to school ■ enables local employers to develop and implement meaningful Travel Plans
Safer Roads	<ul style="list-style-type: none"> ■ Improved safety ■ Assets maintained well ■ Increased use of sustainable modes of travel 	Our cycle infrastructure programme provides: <ul style="list-style-type: none"> ■ opportunities for traffic management and speed reduction ■ development of Safer Routes to School ■ for raising the profile of Vulnerable Road Users and underlines the need for sharing road space by increasing cycling levels. Increasing adult cycle training reinforces our school cycle training and encourages wider participation in cycling.
Better Air Quality	<ul style="list-style-type: none"> ■ Safeguarded environment ■ Reduced congestion ■ Increased use of sustainable modes of travel 	Emissions reduction achieved by promoting modal shift through: <ul style="list-style-type: none"> ■ publicity ■ local regular user forum meetings ■ local cycle events

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Most notably our Hereford Minimap showing cycling and walking facilities in the City scored a perfect 10. Other high scoring items included securing funding for cycle infrastructure from new developments, good cycle parking provision, police patrolling on bikes, and the mileage allowance we offer to staff who use their bicycles at work.

9.3 Bus And Community Transport Strategy

Introduction

Public transport in Herefordshire is provided by a mixture of commercial and subsidised conventional bus services, supplemented by demand-responsive services, community transport schemes, and innovative schemes. Statutory transport provision also provides an important part of the network as far as education and social care transport needs are concerned.

9.3.1 Commercial Bus Network.

Herefordshire's local bus service network consists of 140 services, of which approximately 60% are provided on a commercial basis. There are 26 bus operators providing services in the County of which 6 can be considered significant players in the market.

The commercial bus network is concentrated within the City of Hereford and on the radial routes between Hereford and the four largest Market Towns. In Hereford, commercial service frequencies, following recent reductions, typically provide four buses per hour, whilst on interurban routes buses run hourly, or two-hourly. There are no commercial journeys after 1900hrs or on Sundays.

The low profitability of the commercial network does not appear to justify substantial investment in vehicles. Poor vehicle quality, combined with above-inflation fares increases by certain operators has contributed to the decline in patronage in this sector of the market. In 2004 there were significant reductions in the commercial network in Hereford leading to the disappearance of commercial services, and their replacement by subsidised services, in large areas of the City. These reductions were undoubtedly the major cause of the 24% fall in patronage recorded on the urban network in 2004/5.



The majority of commercial bus services are in Hereford

9.3.2 Supported Bus Network

The supported bus network is designed to complement commercially-operated services where these do not provide an adequate level of service to the public. Supported bus services provide the following functions:

- i) Enhancement of commercial services by the provision of additional journeys that extend the operating day;
- ii) Frequency enhancements of commercial services within the operating day;
- iii) Evening and Sunday services;
- iv) Services over routes where no operator is prepared to provide a commercial service; and
- v) Bespoke services catering for specific journey purposes and tailored to meet the needs of a specific market.

Subsidy is allocated to services on the basis of the relative costs of providing the service and ridership (cost per passenger). Subject to available budget, a service qualifies for subsidy if the cost per passenger is at or below £2.20 (April 2005 prices). In the case of services funded through Rural Bus Subsidy Grant (RBSG) a cost per passenger of £5 is accepted in recognition that such services are additional to core provision and that they will take some time to become established. Experience to date has shown that many RBSG supported services can achieve a cost-per-passenger that would qualify them for core funding if this were available. Where a service fails to meet the criteria, account can be taken of the purposes for which passengers are travelling. In such cases, work-related and hospital visiting journeys are counted as double. Where a service is the last remaining facility to a community it will normally continue to qualify for subsidy whilst the cost of provision is less than the cost of conveying the remaining passengers by Community Transport.

In recent years the supported network has been developed by the application of (RBSG), which has resulted in an additional 320,000 passenger journeys per annum, representing a 9% increase in total passengers carried in Herefordshire. RBSG and core-funded services together carry 1.16M passenger journeys per annum, 33.6% of total bus patronage.

The supported bus network has also benefited in recent years from substantial investment in vehicle quality through the Council's Low Floor Bus Project. Fifty new, accessible low-floor buses have been funded through the Project and placed in service by a variety of operators throughout the county. Such vehicles now operate 79% of supported services and the innovative nature of the Project also encourages operators to use the vehicles on commercial services. This has resulted in approximately 70% of all services in Herefordshire being provided by modern low-floor buses. Patronage on contracts

operated by accessible buses is predicted to rise by 10% in 2005/6 and this has contributed to an expected increase of 5% on all subsidised services.

9.3.3 Demand-Responsive Bus Services

Through the application of funding from Urban and Rural Bus Challenge the Council has experimented with the provision of Demand-Responsive Transport Services. Such provision has involved commercial bus operators and the voluntary sector. Four Demand-Responsive Transport Services are currently operating, all in rural areas. The performance of these services will be monitored and compared with that of conventional services. Where appropriate, further demand-responsive services will be provided.

9.3.4 Community Transport

Community Transport services are provided throughout the County in order to cater for people who are unable to use other public transport services or who live in areas where no such services are provided. Community Transport is provided by the voluntary sector with funding from Herefordshire Council through Service Level Agreements. Seven Social Car Schemes provide 30,000 passenger journeys per annum and cater for approximately 3,800 individual users. In the Hereford urban area a minibus-operated 'dial-a-ride' service carries approximately 16,000 passengers per year.

Community Transport



Do you find it difficult to make the journeys you need or want to make?

Community Transport may be able to help you...

Community based transport schemes are provided throughout the County

Services cater for a wide range of journey purposes but health-related journeys account for up to 60% of trips, a far higher proportion than on conventional bus services. Currently Community Transport provision is restricted to weekday daytimes but consideration will be given to extending the service to evenings and weekends subject to the availability of volunteers.

9.3.5 Innovative and Community Based Schemes

In addition to the seven Community Transport Schemes supported by service level agreements, there are a range of innovative projects that have been established to develop the capacity and range of services available through the voluntary and community sector. Some of these are aimed at specific client groups with particular needs, whilst others work to build capacity across the sector.

Out and About

This project was established to meet the needs of people with mental health issues in gaining access to educational, drop-in and other opportunities. It comprises a number of related services designed to provide advice and support:

- Advice on mainstream transport provision for MIND service users;
- Support for users who do not have the confidence to use public transport;
- Specialised in-house accessible transport service for those not yet able to use mainstream services; and
- Discretionary fund to assist users on low incomes with transport costs.

The project came about through a partnership between Herefordshire MIND, the Herefordshire Primary Care Trust and the Countryside Agency.

Volunteer Driver Development Project

Community Transport Schemes are frequently limited in their capacity to recruit additional volunteer drivers to expand and develop their services, often having just a single, part time co-ordinator to take bookings, schedule drivers, and look after all the other operational aspects of the services. To address this situation the schemes worked in partnership with the Volunteer Bureau based at Herefordshire Voluntary Action to develop a project that would:

- Promote and co-ordinate the recruitment of volunteer drivers;
- Develop good practice in the recruitment, support and retention of volunteers;
- Raise awareness of the services provided by the County's Community Transport Schemes; and
- Develop individual, sustainable volunteer recruitment strategies for individual schemes.

The project has used a number of methods to achieve these ends, resulting in an increase in the number of volunteers placed with the seven Council-funded schemes of over 25%.

Jumpstart

The final example of this type of project shows that sometimes it is more effective to take the services to people rather than the other way around. Jumpstart is a project designed to provide affordable play facilities for under fives, where parents and carers can stay during the session to get involved in the play and to socialise with others. The project takes play equipment out to villages in the parishes surrounding Ross on

9. TRANSPORT POLICY STATEMENTS

Wye. The provision of a new van has provided the service with a number of benefits, including an increase in the number of venues, increased user numbers, creation of new play leader and assistant posts, improved staff retention and the availability of a wider range of play equipment.

9.3.6 Statutory Provision of Transport

Under the Education Act, 1944, the Council, as Local Education Authority (LEA) has a statutory duty to provide home-to-school transport for children living over 2 miles (aged under 8) or 3 miles (aged 8 or over) from the provided school as well as in cases below this distance where no safe walking route exists.

School transport services are secured from bus and taxi operators by competitive tender at an annual cost of £6M. The service caters for 6,500 children, which represents 2.47M journeys per annum and a cost-per-passenger journey of £2.43. In appropriate cases, children entitled to transport are conveyed on commercial bus services or on supported public transport services. In 2004/5, 411 entitled pupils were conveyed on supported bus services at a cost-per-passenger journey of £1.36.

In addition to statutory provision, the LEA also provides transport to certain pupils attending Faith Schools. The Authority is currently reviewing its policy of such provision, which could lead to increased demand for home-to-school transport on commercial and supported services.

The Council's Social Care & Strategic Housing Directorate incurs expenditure of £1.3M per annum in catering for 95,000 passenger journeys as part of its duty of care to clients. Transport is provided by a mixture of the in-house minibus fleet, taxis and private hire cars and community transport.

9.3.7 Review of Supported Bus Services

Supported services are provided only where commercial services do not meet the public need. The size and shape of the network has developed over time in response to changing demand and available funding.

As it appears that it will be difficult to sustain the existing criteria and policies for bus service support in the light of continuing above-inflation increases in tender prices a comprehensive review of bus service support is being carried out. The review covers all aspects of bus service support including policies for the types of service to be supported, the criteria for determining eligibility for support and the means by which supported services will be secured. It will also examine the feasibility of replacing conventional bus services with Demand-Responsive Transport or Community Transport services. The review is being carried out in the light of the Accessibility Strategy to ensure that subsidy criteria are consistent with the aims of this Strategy.

Services are secured by competitive tender, as required by the Transport Acts 1985 and 2000. In recent years, tender prices



Bus services are secured by tendering of contracts

have risen substantially above inflation and the number of tenders received has declined. This has resulted in a reduction in the number of supported services despite increased budgetary provision by the Council. In accordance with the requirements of the Transport Act 2000, contracts are awarded on the basis of the most economically advantageous (price plus quality) tender.

In order to help comply with the Code of Conduct on Bus Service Stability, routine tendering of contracts is restricted to one of two dates each year. Tenders are invited individually, although operators are invited to submit discounted prices for batches of one or more contracts. This procedure allows the authority to benefit from economies of scale and the more efficient operational solutions available from such an approach without restricting competition for contracts.

In a limited number of cases, such as diversions of or minor extensions to otherwise commercial services, where competitive tendering is not appropriate, advantage is taken of the de-minimis provisions of the Transport Act to negotiate a contract with the commercial operator. The regulations concerning de-minimis agreements allow the Council to spend up to 25% of its budget for bus service support (approx £230,000) in this way. In view of the reduced competition for contracts and the above-inflation increases in prices when contracts are retendered, the review of bus service support will include consideration being given to increased use of de-minimis agreements when securing supported services.

The Council invites tenders from operators on either a minimum cost or minimum subsidy basis. This maximises the competition for tenders given that operators have differing approaches to managing risk. Minimum cost contracts give the authority greater control over fares and may be more appropriate in areas where fares set by operators are rising significantly above inflation. The revenue risk, however, lies with the Council and may involve additional cost in ensuring that revenue is correctly collected and allocated. Currently approximately 20% of contracts are let as 'minimum cost'.

Minimum-subsidy contracts offer an incentive to the operator to develop the service as the additional revenue is retained. Such contracts are simpler and cheaper for the Council to administer and the revenue risk lies with the operator. The Council however, has less control over fares. Approximately 80% of current contracts are let in this way.

Following the uplift in tender prices it has not always been possible to provide all the supported services that meet the criteria for subsidy due to budgetary constraints. In 2004/5 the Council increased its provision for bus service support by 15% to maintain services, but despite this, significant reductions to the supported network had to be made.

9.3.8 Publicity and Information

Good quality publicity and readily available information is vital to the successful development and growth of bus services. Although bus operators have a role to play in publicising available services, in a county with 26 service providers the Council has a vital role to play in co-ordinating information and presenting it to the public in a common format.

The Council provides information on bus services in traditional paper-based format as well as by electronic means. Full details of the Council's provision of bus service information are contained in the Bus Information Strategy included in the Technical Annex.

9.3.9 Bus Service Development

Experience of bus service development during the period of the previous LTP has shown that vehicle quality, service frequency and punctuality are significant factors in increasing bus service patronage.

9.3.10 Accessible Buses

During the period 2001/2 to 2004/5 investment totalling £4M was made in converting supported bus services to operation with modern, accessible vehicles. The innovative way in which



One of our 26 bus service operators

the project was structured encouraged operators to use the vehicles on commercial routes in addition to supported services. From April 2005, 79% of supported services have been operated by accessible vehicles, as have approximately 70% of all registered local bus services in the County. The investment has produced significant increases in patronage on the services concerned. Passengers on accessible contracts rose by 7% in 2004/5 compared to a fall of 23% on urban commercial services, which remain operated by low quality vehicles.

Given the large number of modern, low-floor buses operating in the county, future contracts, where appropriate, will require operation by such vehicles. This will preserve the benefit of the initial investment without reducing competition for contracts.

9.3.11 Increased Service Frequency

Service frequency is also important in increasing ridership. An initial experiment in applying short-term funding to improve the frequency of the Hereford - Abergavenny trunk service was successful in that the enhanced frequency was maintained on a commercial basis at the end of the funding period. The Council will seek further opportunities, including through the 'Kick-Start' scheme to replicate this success on other suitable services.

9.3.12 Improved Punctuality

The Council will establish a Punctuality Improvement Partnership (PIP) with operators with a view to monitoring and improving performance. The function of the PIP will be to monitor the punctuality of services, identify the causes of delay and, in partnership with operators, seek to implement measures to improve performance.

The PIP will adopt the Traffic Commissioners' standard definition of punctuality as being 'no more than 1 minute early and no more than 5 minutes late'. Work will be undertaken in the first year to agree the methodology and establish a baseline of current performance. Methodology will be agreed between the signatories to the PIP and is likely to take the form of one, or more, of the following methods:

- Reports derived from GPS positioning data in ETM (bus ticket machine) systems;
- Continuous monitoring programme at terminals; and
- Structured programme of spot-checks throughout the area.

The PIP will include a statement outlining the percentage of services to be monitored, the proportion of observations to be recorded at terminals and timing points en-route. It will then set a single, area-wide target for improvement against the baseline.

9.3.13 Joint Ticketing

Fares are a significant factor in the promotion and development of bus services. Fares on commercial services are controlled by the bus operators and, in accordance with the Transport Act 1985, fares on supported services are set in line with the prevailing level of fares on commercially-operated routes.

Although fares and ticketing schemes can be a useful promotional tool, the fares policy of local bus operators in Herefordshire is relatively unsophisticated. The overwhelming majority of fares are collected on the vehicles and most revenue is obtained from 'single' or 'return' tickets. Even where discounted period, or multi-journey, tickets are offered they are poorly advertised and are restricted to the issuing operators' services, which can be a problem in a county with 26 providers of local bus services. Herefordshire Council requires operators of supported services to accept pre-paid tickets issued by other operators on the routes concerned, but there is no obligation on commercial operators to reciprocate, which can cause confusion and inconvenience to passengers. The Council will therefore seek to develop a range of multi-operator tickets in line with the requirements of the Public Transport Ticketing Schemes Block Exemption from the Competition Act, 1998.

9.3.14 Concessionary Fares

The Council operates a Concessionary Fares Scheme for senior citizens and certain disabled people in compliance with the Transport Acts 1985 and 2000. The Scheme comprises a half fare pass allowing travel at all times and including journeys across the County boundary to neighbouring towns. Blind and partially-sighted and some disabled people receive free travel.

From April 2006, free travel throughout the day and cross border will be extended to all persons eligible to receive concessionary travel. Currently, approximately 25% of passengers pay concessionary fares and travel by this sector of the population is expected to increase significantly, leading to an overall increase in ridership in the County.

9.3.15 Herefordshire Rural Transport Partnership and the Herefordshire Access to Services Partnership

The Herefordshire RTP was established in 1999, with funding from the Countryside Agency and the EU to build a partnership approach to the identification of rural transport needs and the development of new projects and innovative solutions. The strength of this approach has been the involvement of key stakeholders representing particular areas or communities of interest, together with organisations with the capacity to deliver new or enhanced services, from the outset. This maximises the use of existing transport resources, whilst avoiding duplication of effort and helps to develop a sense of project ownership within the community.

A wide range of projects have been supported by the Rural Transport Partnership since its inception, which help to address



The RTP has helped support Community Transport projects

a number of access and social exclusion issues throughout the County. Some of the projects, such as the Dore CT scheme operating in the Golden Valley and the Lifeline Car Scheme on the outskirts of Hereford, extend the coverage of existing types of Community Transport provision. Others such as the Out and About project, Volunteer Driver Development project and Jumpstart, feature more innovative models for building capacity and developing services.

The RTP has supported the development of 18 projects, designed to provide solutions to rural transport issues in Herefordshire. Over £2 million of Countryside Agency funding has come into the County to support these projects, together with an additional £4 million as match funding from a variety of sources, including Rural Bus Challenge, the European Regional Development Fund, various trusts and charities. The RTP has also supported over 40 small scale transport initiatives in rural areas. This has included training for Community Transport volunteers, a Cycle Forum in Ledbury, the provision of IT equipment for Community Transport schemes and contributions towards accessible vehicles.

Funding for Rural Transport Partnerships ceases at the end of March 2006 and responsibility for funding has now transferred from the Countryside Agency to Advantage West Midlands (the West Midlands Regional Development Agency). We have been working closely with AWM to help develop a project which meets their objectives in terms of economic outputs and helps tackle local accessibility issues, building on the best work developed through the Rural Transport Partnership. AWM commissioned a study in autumn 2005 to help identify the strengths and best practice established through the work of RTPs and the Council played an important role in guiding the study through representation on a steering group. This has proved to be valuable work as AWM has announced that it intends to fund Rural Access to Service Partnerships for the period 2006/7 to 2008/9. After having submitted an initial outline project proposal we have received an indication from AWM that the Herefordshire Access to Services Partnership

could receive up to £785k funding support for the project over the period. Further details about the development of the Partnership and future project proposals are set out in Section 4.

9.3.16 Infrastructure Links to Area Strategies

In seeking to improve public transport provision across the County, we will continue to invest LTP funding in a range of schemes which provide better physical access to services and also access to information. Key proposals set out in greater detail in the investment strategies at Sections 5 and 6 include:

Hereford

- Opportunities for a new bus interchange as part of Edgar Street Grid development with better access to the rail station and the city centre;
- Bus priority through development of Hereford Intelligent Transport System;
- Continued improvement of passenger waiting facilities; and
- Park and Ride - two sites serving the north and south of the City.

Countywide

- Text at bus stops - a programme to provide mobile phone text information unique to each bus stop to deliver timetable information; and
- Ongoing upgrade of passenger waiting facilities to provide a better waiting environment including solar powered lighting and improved information displays.

The Accessibility Strategy at section 4 also sets out how we will seek to work closely with a wide range of partners to identify ways of improving access to services. The Herefordshire Access to Services Partnership, which will be supported through AWM funding, will take forward this strategy.



The 'Wheels to Work' Project provides access to employment in North Herefordshire

9.4 Rail Strategy

9.4.1 Introduction

Herefordshire has a limited rail network which comprises the Marches Line (Cardiff to Manchester) and the Cotswold Line (Hereford to Birmingham/London). There are four passenger stations – at Hereford, Leominster, Ledbury and Colwall. Whilst the network in the County is limited, it does support local journeys, particularly between Leominster and Hereford, Ledbury and Hereford and for longer distance journeys out of the County to Worcester, Birmingham, Manchester and London. In 2004/5 there were approximately 3000 rail journeys made per day from the four stations in Herefordshire.

Whilst we have limited opportunities to improve rail provision within the County we have sought to improve access to rail during the first LTP through forecourt improvement works at Leominster Rail Station which has provided improved pedestrian access, lighting to provide for better safety and personal security and a dedicated bus dropping off/pick up point to improve integration between bus and rail. We have also provided high quality cycle parking provision at Leominster, Ledbury and Hereford stations. We are keen to provide even better access to rail services and during the LTP2 period, we will seek to work in partnership with the rail industry to improve access for people with mobility difficulties at Leominster, Hereford and Ledbury Rail Stations.

Improvements to service frequencies and quality have been sought through the re-franchising process and Route Utilisation Studies as described at 9.4.3.

In summary, our strategy for rail is to continue to seek improvements through:

- Further rail development and service improvements by seeking to influence franchising proposals and route utilisation strategies;
- Improving access by progressing the access feasibility study undertaken in 2005/06 and working in partnership with the rail industry to deliver schemes during the LTP2 period;
- Developing better integration between rail and other modes; and
- Safeguarding longer term rail improvements through land use planning.

9.4.2 Passenger Rail Franchises

The Wales and Borders franchise was awarded to Arriva Trains Wales in December 2003 and runs for 15 years. A standard pattern timetable was introduced in December 2005 offering regular interval services with clockface departures. Hereford and Leominster stations are served by hourly Carmarthen-Manchester trains and Hereford is also served by two-hourly

'fast' trains running between Cardiff and North Wales. The route also provides an important service between Hereford and London, by connection at Newport, although the new timetable has reduced the utility of such connections, particularly for journeys from London.

The Hereford to Birmingham via Worcester service forms part of the Central Trains franchise, which is due to expire in Autumn 2007. The franchise will not be renewed in its current form and the Hereford to Birmingham service will form part of an expanded 'Cross-Country' franchise. In recent years the service has been focussed on the route via Bromsgrove, which is the faster of the two available routes.

The line between Hereford and Worcester also forms part of the Great Western and Great Western Link franchises, which are to be combined into the 'Greater Western' franchise from April 2006. The service currently comprises two through peak hour trains between Hereford and London Paddington in each direction and a number of off-peak services. Additional facilities are available by connection at Great Malvern or Worcester, but the timetable introduced in December 2004 has reduced the utility of this route by offering poor connections leading to extended journey times. This situation is expected to be perpetuated in the new franchise specification timetable to be introduced in December 2006 and it is therefore particularly unfortunate that the Arriva Trains Wales and Great Western timetables do not match as well as they could at Newport.

Through the Cotswold and Malvern Transport Partnership the Council is working with other local authorities and the rail industry to improve the service along the Cotswold Line. The current aspiration of an hourly service between Paddington and Malvern with alternate trains extended to Hereford could be achieved by the provision of sufficient high-speed rolling stock. The Council was therefore disappointed that this did not form part of the specification for the new Greater Western franchise.



We hope to work with the rail industry to improve access at Leominster Rail Station

9.4.3 Route Utilisation Strategies

The lines from Hereford to Shrewsbury and to Birmingham are within the area of the West Midlands Route Utilisation Strategy. The section of the latter route as far as Worcester and on to Paddington is also covered by the Great Western RUS.

The Strategies propose the maintenance of the status quo as far as Herefordshire's rail services are concerned. There are no proposals for infrastructure improvement or service development within Herefordshire. The Council considers that there is a need for better integration between the two Strategies, particularly in the case of the Hereford to London via Newport connecting services so as to ensure that robust and convenient connections are maintained.

9.4.4 Securing Further Access Improvements

Access to public transport is very important in terms of delivering accessibility and ensuring that everyone is able to access services and opportunities for employment and leisure. Currently, there are significant access difficulties at Leominster, Hereford and Ledbury rail stations. Leominster has the poorest access resulting in some passengers having to make journeys to other stations in order to change platforms. Hereford and Ledbury benefit from 'barrows' crossings which means that passengers can access other platforms by being escorted over the tracks.

The Council will seek to secure access improvements at rail stations in Leominster, Hereford and Ledbury. In order to achieve this a Rail Station Disabled Access Feasibility Study has been undertaken during 2005/6. We have considered the options identified and have selected a preferred option for each station. We are undertaking detailed design for Ledbury Station and plan to go forward to detailed design for the other two stations, with a view to developing schemes to be constructed during LTP2 period 2006/7 to 2010/11 subject to funding being available and working in partnership with the rail industry. From the Rail Station Disabled Access Feasibility Study the preferred access options for the stations are:

- Hereford Station, passenger operated lifts utilising the current footbridge;
- Leominster Station, ramped access utilising the current footbridge; and
- Ledbury Station, new footway access to the north platform.

We welcome the Strategic Rail Authority's consultation document 'Access for All', which set out proposals for implementing access improvements including the provision of step free access, published earlier in 2005. The document indicated that a budget of £370M had been set aside for this purpose up to 2014. These funds are now administered by the DfT, and we plan to enter discussions with DfT once the Detailed Design for Ledbury Station has been completed.

9.4.5 Further Integration

We are keen to improve the potential for integration between rail and other modes at stations enabling more people to access rail. This will be achieved through enhanced promotion of bus to rail interchange in public buildings, schools and colleges through Passenger Transport Information Hubs, better signed and higher quality pedestrian and cycle links from the local centres to the railway stations and targeted marketing of interchange facilities through the Business and School TravelWise programmes and through clearer information at all railway and bus stations.

9.4.6 Rail Freight and Longer Term Rail Development

The Marches line is part of the Regional Strategic Rail Freight Network and forms part of a key link for rail freight movements between South Wales and the North West and Scotland. Whilst there is limited rail freight activity within the County, land for future rail freight use is safeguarded in the Unitary Development Plan at Pontrilas, Hereford Yard (Barrs Court), Hereford North and Moreton-on-Lugg. Further details of our approach to supporting rail freight are included at section 9.8 Freight Distribution Strategy.

The Hereford Transport Review also identified potential for further rail passenger facilities and recommended longer term proposals for two new passenger stations at Withington and Rotherwas. These sites are also safeguarded in the UDP for future use.

9.5 Taxis and Private Hire Vehicles

9.5.1 Introduction

Taxis and Private Hire Vehicles make a valuable contribution to the providing access within the county. These vehicles offer a 24 hours a day demand responsive service, which provides door to door access. Taxis and Private Hire Vehicles also provide a valuable service for public transport interchange, by allowing certain groups' access to services they otherwise could not reach, such as buses. In addition in many cases they are the only accessible link to long distant transport, for example by rail or air. Taxis and Private Hire Vehicles are also used on a regular basis for social care and education requirements, and are therefore a valuable source of transport for the Council.

9.5.2 Herefordshire Council Policy

The Taxi Licensing and Enforcement Policy and Practice has a number of important rules and regulations in place which ensure a high quality, safe journey for every passenger. This policy ensures taxi drivers and operators are licensed correctly and therefore carry out their trade in accordance with the relevant laws and regulations. The policy also enables taxi fare tariffs to be set that represent the maximum, rather than an exact fare so as to allow for competition between the taxi companies. However if there are reasonable grounds to doubt the taxi meter then the Council may issue a notice for the meter to be checked. Herefordshire Council currently licences

250 Taxis, 138 Private Hire Vehicles and 578 dual drivers. However these numbers are subject to change, as since 2002 no quantity restrictions have been in place.



Taxis are an important element of integrated transport provision

9.5.3 Providing for Disabled Access

Taxis and Private Hire Vehicles are often the only means of accessible local transport available for disabled and elderly people. The first new wheelchair friendly taxi was introduced in January 2004, since then a number of taxis and private hire vehicles have been converted to allow wheelchair access, and a number of new wheelchair friendly vehicles have been introduced. DfT recognises the importance of taxi drivers having the relevant training in order to assist disabled passengers appropriately, consequently Herefordshire taxi drivers will be required to undertake such training in early 2006. All Taxis and Private Hire Vehicles also adhere to the Disability Discrimination Act's requirements to carry guide and hearing dogs without any additional charge.

9.5.4 Providing for the Needs of Users

We acknowledge the important role taxis and private hire vehicles have in providing access to shopping, leisure, employment and health services for many members of our community. It is therefore essential that taxi ranks are easily accessible, and located close to amenities. We are mindful, therefore, that the needs of taxi users must be taken into account when considering proposals for traffic management and access restrictions in town centres and other areas with important amenities.

It is also essential that taxis are built into key public transport infrastructure, and have dedicated space allocation to allow interaction with the services they are providing. Excellent provision for taxis has been made at Hereford and Ledbury Train Stations, however the lack of disabled friendly services available once there means many people are unable to take full advantage of the services. At present at many of the stations it is impossible for disabled people to access some of the platforms. A key priority is to therefore ensure that all rail stations are disabled friendly. In addition the Country Bus Station in Hereford currently does not have any provision for taxis, but ranks are situated in the close vicinity.

9. TRANSPORT POLICY STATEMENTS

9.6 Rights Of Way Improvement Plan Statement

9.6.1 Introduction

The purpose of this statement is to report on the progress that has been made by Herefordshire Council towards the production of a Rights of Way Improvement Plan (ROWIP). The ROWIP holds strong links with the shared priorities of the Local Transport Plan (LTP) and will be implemented alongside the LTP and its objectives. The ROWIP will be fully integrated into the LTP by 2010.

Herefordshire is crossed by a network of 3358 km of public rights of way consisting of:

- 2942kms of footpaths;
- 394kms bridleways; and
- 22kms byways open to all traffic (BOATS).

The Rights of Way Network provides access to services, leisure and recreation opportunities, free exercise, a sustainable transport network and support to local businesses through tourism. In the past, rights of way management has been driven by the need to fulfil statutory duties, such as maintenance of the network and enforcement of public rights. However, the Public Rights of Way Strategy 2005-2007 sets out a more proactive way forward and seeks to fully realise the potential role the rural and urban path network can make to local communities. This Improvement Plan Statement builds on that strategy and sets out practical ways forward for the network and the contribution it can make to local transport provision on a wider scale. The Table below indicates current funding for maintaining the PROW network.

Table 9.6A: Revenue Budget For Maintaining and Improving the Rights of Way Network (2005/6)

Rights of Way Areas of Work	Revenue Allocation
Statutory maintenance duty and contribution to non statutory work	£200,500
Parish Paths Partnership Grants	£14,000
Promotion and Publicity	£10,000

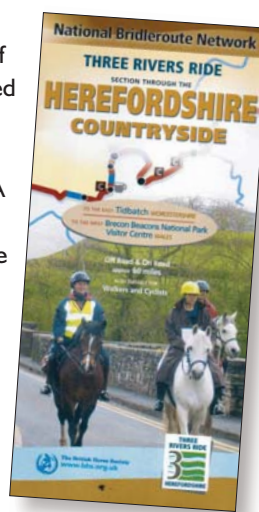
Maintenance work is prioritised dependant on the nature of the defect and the location. Promoted routes such as the Wye Valley Walk and the Mortimer Trail are maintained to a higher standard to ensure visitors have a high quality experience and return in the future. There are 21 parishes participating in Paths Partnership Scheme which provides funding grants for local parishes to take responsibility for maintaining and promoting greater use of their local rights of way.

The Rights of Way Network in the County contributes to many wider objectives and policies within the Authority. Some of the key ones are:

- Sustainable transport;
- Tourism (Herefordshire Walking Festival);
- Health (Walking to Health Initiative);
- Sport and Recreation;
- Rural Regeneration (Mortimer Trail, Wye Valley Walk); and
- Diversity and Equality (improved access to the countryside).

9.6.2 Equestrians

Herefordshire has a low percentage of bridleways within the county compared with many other authorities. This has resulted in a fragmented network and the necessity to utilise county roads. A recent development has been the establishment of the Three Rivers Ride which provides equestrians with a waymarked linear route running east to west across the County. The Council is considering ways to develop the potential of this route including the improvement of the current route, reduction of road sections and the creation of loop walks off the main route. Bridleways have the added benefit of being accessible to a wider range people both in terms of accessibility and recreation pursuits.



9.6.3 Legislation

Following the implementation of the Countryside and Rights of Way (CROW) Act 2000, Herefordshire Council has a duty to prepare, publish and review a statutory document to be known as a Rights of Way Improvement Plan (ROWIP) by November 2007. This will represent an objective and strategic view of the rights of way network covering the whole of Herefordshire and will look at how to benefit different types and classes of user.

The plan must contain an assessment of specific matters relating to:

- The extent to which the local network (includes Footpaths, Bridleways, Restricted Byways, Byways and Cycleway) meets the present and likely future needs of the public;
- The opportunities that the network provides for exercise and other forms of open-air recreation; and
- Accessibility of the network to blind and partially sighted persons and others with mobility problems.

9.6.4 What Has Been Done

To date, extensive consultation through a number of surveys has been carried out with user groups, visitors and landowners, who were asked general questions about the current network and to identify general improvements. These results have been compiled and analysed and will play a key role in the full Improvement Plan. The Parish Council survey returns were analysed with Herefordshire Local Access Forum and prioritised in terms of potential links to circular routes and other access improvements.

9.6.5 Parish Council Surveys

All Parish Councils were sent a plan of their local rights of way network and asked to identify improvements to both the current network and where additions or changes to the network could be made. The Parishes were asked to base their identified improvements in line with the following:

- Routes from the centres of population which allow easy access to the countryside;
- Routes used in conjunction with public transport which allow easy access to the countryside;
- Routes to enable people to avoid busy roads or developments;
- Access to and within areas of the countryside or access to a particular feature, attraction etc;
- Links which create circular routes;
- Convenient and safe crossings over roads, rivers, railways and canals;
- Access to common land and open access land;
- Routes accessible for blind or partially sighted people;
- Routes accessible for less mobile or less agile people;
- Attractive routes which support tourism; and
- Routes for local journeys such as walking to the shops, work, doctors, and other local amenities.

An early benefit has seen many of the defects reported by Parish Councils as part of the survey for the ROWIP already resolved thus providing an immediate improvement to the local network.

9.6.6 Where Are We Now

Following consultation with the Local Access Forum, a second Parish Council consultation has been carried out, which asked Parishes to identify routes which offer a circular route, or link route within their local network. With the information gathering for this near complete, the process of prioritising

specific improvements is underway. These improvements will be prioritised in terms of improved accessibility and identified need. A cross service approach is being adopted to ensure the Improvement Plan looks at the wider network of countryside access and will look at:

- Transport links;
- Minor County roads;
- Permissive paths (Stewardship Agreements);
- Rural footways;
- Public parks and open spaces;
- Cycle Tracks;
- Urban Rights of Way - Planning gains;
- Promotion of routes - particularly disabled access; and
- Access land.

Guidance on the integration of LTPs and Rights of Way Improvements Plans continues to be issued from DEFRA. Amendments made to this ROWIP Statement reflect the guidance in terms of refining some of the key actions to link in with the overarching ambitions of the LTP.

9.6.7 Project Prioritisation

An example of the particular types of project that parish councils have been forwarding for incorporation into the Improvement plan have included:

A Circular Route in Putley - 'centred around the village, where the proposed route could be made more accessible to pushchairs and the wider public, if stiles were to be replaced by gates. The route would also incorporate the Parish Church'.

Kington - 'To provide a route along the riverbank, which will be suitable for all including those with disabilities and wheelchair users'.



Herefordshire has an extensive PROW network

9. TRANSPORT POLICY STATEMENTS

9.6.8 Statement of Action

The ROWIP Statement of Action has been developed through the identification of improvements both from a strategic

perspective and a local perspective. The action points have been linked in with the ambitions of the LTP and other key strategic documents.

Table 9.6B: Summary of the ROWIP Statement of Action

Conclusion From Assessment	Key Action (s) and outcomes	Policy Link LTP/Other
The wider highway network and the PROW network needs to be better integrated and promoted	<ul style="list-style-type: none"> Identify where current and future circular routes can connect with public transport eg. Bus routes Identify and develop alternatives where there are gaps in the rights of way network such as quiet roads and permissive paths 	<ul style="list-style-type: none"> ✓ LTP - Delivering Accessibility, Tackling Congestion Rural Herefordshire Transport Strategy Promoting Sustainable Travel ✓ Tourism strategy - Obj 4.1
Access to the rights of way network by those less mobile, blind or partially sighted is limited	<ul style="list-style-type: none"> Where possible increase access to those with mobility or visual difficulties through the provision of improved facilities 	<ul style="list-style-type: none"> ✓ LTP - (Accessibility Strategy Bus and Community Transport Strategy) ✓ Walking to Health Initiative ✓ Tourism Strategy - Obj 2.1 ✓ Diversity & Equality
Encourage the use of PROW for shorter journeys providing an alternative to the car	<ul style="list-style-type: none"> Identify and improve ROW that can be used in linking local facilities such as shops, schools, recreational facilities, workplace etc Develop links that connect communities Extend provision for cyclists by developing appropriate cycletracks Identify alternative sources of funding through planning gain for example 	<ul style="list-style-type: none"> ✓ LTP - (Tackling Congestion, Improving Safety, Promoting Sustainable Travel) ✓ Herefordshire Plan ✓ AONB Mgt Plan - Obj T1
Information about circular walks, promoted routes and disabled routes is limited	<ul style="list-style-type: none"> Introduce a publicly accessible database of all promoted routes 	<ul style="list-style-type: none"> ✓ LTP - (Delivering Accessibility, Tackling Congestion, Promoting Sustainable Travel, Diversity and Equality)
Many Parishes have identified improvements to the local ROW network	<ul style="list-style-type: none"> Identify & prioritise those that fit with key criteria Implement improvements on the ground 	<ul style="list-style-type: none"> ✓ LTP - (Delivering Accessibility, Promoting Sustainable Travel Delivering ROWIP)
There are many busy roads unsafe for non-motorised users where they are crossed or used to connect public rights of way	<ul style="list-style-type: none"> Survey road links in recreation routes and increase the number of road free or safe links as a result Improve the safety at busy crossing points on key routes 	<ul style="list-style-type: none"> ✓ LTP - (Safety, Delivering Accessibility)
Wider rights of way network improvements would benefit a wider cross section of users and encourage greater usage	<ul style="list-style-type: none"> Improve current condition of the network including signage, surfacing, gates and bridges 	<ul style="list-style-type: none"> ✓ LTP - (Delivering Accessibility) ✓ PROW Strategy - ME4, ME6 ✓ Other Quality of Life Issues - leisure, recreation, health
There is a shortage of Bridleways throughout the county	<ul style="list-style-type: none"> Identify improvements in the bridleway network for the benefit of equestrians and cyclists Improve and develop provision for equestrians and cyclists Develop on the establishment of the 3 Rivers Ride and improve provision 	<ul style="list-style-type: none"> ✓ LTP - Delivering Accessibility
Improve transport to access land such as forests, commons, parks etc	<ul style="list-style-type: none"> Identify and promote public transport links to access land 	<ul style="list-style-type: none"> ✓ LTP - (Tackling Congestion Other Quality of Life Issues - leisure, health, recreation)
Develop corridors into the countryside from urban areas	<ul style="list-style-type: none"> Identify potential corridors to the countryside on a fully accessible basis Promote corridors as alternative to cars 	<ul style="list-style-type: none"> ✓ LTP objectives ✓ Herefordshire Plan ✓ PROW Strategy - PPI ✓ Streetscene
Potential for discovering Lost Ways project to identify key routes and links to the network	<ul style="list-style-type: none"> Identify and secure those routes which are likely to benefit the wider network including those routes that reduce the number of road links 	<ul style="list-style-type: none"> ✓ PROW Strategy obj - LR1 ✓ LTP - (Safety, Delivering Accessibility)

9.6.9 Time Scales and Costs

The key actions will be progressed on a prioritised basis up to and beyond the planned production date of the full Rights of Way Improvement Plan. Progress will be regularly reviewed and where necessary refined to accommodate individual projects that may be taken forward within the development of the ROWIP. The progress of the ROWIP will be closely monitored by the Local Access Forum and the associated Working Group. The development of the action points will be dependant on the capital budget allocations set out in the overall costs of the LTP.

9.6.10 Future and Alternative Funding Sources

In addition to funding through the LTP, other potential sources of funding to carry out improvements through the ROWIP need to be identified. These may include:

Objective 2, Regional Transport Partnership, Sustrans, Countryside Agency, Planning Obligations (Section 106), Leader+, Herefordshire Council revenue

9.6.11 Plans and Documents Linking Directly to the ROWIP

As the ROWIP evolves so many new links with other strategies and plans within the Authority are identified and established links are developed these include:

Herefordshire Plan and Corporate Strategy - The ROWIP supports the following Ambitions for the County:

- Improve the health and well-being of Herefordshire people;
- Tackle poverty and isolation in Herefordshire;
- Encourage communities to shape the future of Herefordshire;
- Develop Herefordshire as an active, vibrant and enjoyable place to be;
- Protect and improve Herefordshire's distinctive environment;
- Develop an integrated transport system for Herefordshire; and
- Support business growth and create more and better paid work in Herefordshire.

The Public Rights of Way Service should aim to assist with the achievement of the Corporate Plan's objectives, and hence contribute to the realisation of the Herefordshire Plan's Ambitions.

On this basis, five overall aims for the management of rights of way can be developed. These aims are to:

- Enhance health, well-being and enjoyment of life;
- Increase economic prosperity;
- Improve sustainable transport;
- Provide access for all; and
- Increase community involvement.

PROW Strategy - Proactive in maintaining and promoting the rights of way network and its promotion. Key objectives are:

- Improving sustainable transport by providing safe routes to rural and urban facilities;
- Providing access for all including those less mobile; and
- Enhancing health, well being and enjoyment of life through use of public paths for outdoor exercise.

Highways Maintenance Plan - the structured and prioritised maintenance of the Rights of Way Network is clearly set out as part of the Highways Maintenance Plan.

Tourism Strategy - enriching visitor experiences by promoting ROW in Herefordshire for those who visit e.g. the Wye Valley Walk, Mortimer Trail and the Annual Walking Festival.

AONB Management Plan - encouragement of more sustainable and integrated forms of transport, compatible with AONB designation, and where the PROW network can contribute to improved prospects for users.

Walking to Health Initiative - promoting a healthier life through increased use and provision of Rights of Way in the County.

9.7 Countywide Car Parking Strategy

9.7.1 Introduction and Overview

Parking policy can play a major role in supporting the development of a sustainable and integrated transport system.



Parking Policy can play an important role in addressing Herefordshire's transport issues

9. TRANSPORT POLICY STATEMENTS

The availability of parking space is known to be a key factor in determining people's choice of mode for a particular journey. Together with improvements in alternative modes to provide the 'carrot', strategies for parking supply and control can offer an important tool to manage demand to encourage a modal shift away from the private car towards more sustainable modes.

Park and Ride can also form an essential part of such a package by offering an alternative to the car for the final part of a journey to a centre. It can therefore enable further demand management measures to be applied within the centre to improve the quality of life for residents and visitors.

The important role parking policy needs to play in addressing Herefordshire's transport issues is recognised and this Countywide Car Parking Strategy seeks to manage both on and off street parking to maximise the benefits to the people of Herefordshire. This means balancing competing needs of shoppers and visitors against the needs of those who rely on a car to get to work. Charges are used to help manage the use of the available space to balance these demands. The strategy is integrated and consistent with the objectives of other local strategic plans and recognises how important the car is for travel in this rural county.

This Car Parking Strategy has a significant role in delivering the overall aims of the LTP. The following table highlights the key linkages between the overall Shared Priorities and Key Outcomes that we have identified for Herefordshire and elements within the Car Parking Strategy.

9.7.2 Policy Linkages (see table below):

Table 9.7A: Parking Policy Linkages

Shared Priorities	Key Outcomes	Car Parking Strategy Contribution
Delivering Accessibility	<ul style="list-style-type: none"> Better access to jobs and services Increased use of sustainable modes of travel Assets maintained well 	<ul style="list-style-type: none"> Provision of convenient and accessible parking for disabled people Development of Park and Ride
Tackling Congestion	<ul style="list-style-type: none"> Reduced congestion Assets maintained well Supported and enabled economic development Increased use of sustainable modes of travel 	<ul style="list-style-type: none"> Development of Park and Ride Improved signing to reduce congestion caused by searching for spaces
Safer Roads	<ul style="list-style-type: none"> Improved safety Assets maintained well Increased use of sustainable modes of travel 	<ul style="list-style-type: none"> Decriminalised parking enforcement to improve flow of traffic and improve road safety
Better Air Quality	<ul style="list-style-type: none"> Safeguarded environment Reduced congestion Increased use of sustainable modes of travel 	<ul style="list-style-type: none"> Charging strategy to support demand management, encourage use of sustainable modes and deter commuter parking close to centres Improved signing to reduce congestion caused by searching for spaces

9.7.3 Developing the Strategy

During 2004, the Council's Environment Scrutiny Committee carried out a detailed review of this strategy. This review considered the full range of issues relating to car parking from strategic policy to more detailed implementation issues. Comprehensive consultation was carried out to inform the review. This included a public session where the Review Team questioned six key witnesses from stakeholder groups and heard evidence of best practice from elsewhere. The consultation carried out included:

- A questionnaire to key organisations, Town and Parish Councils;
- Press statements inviting comment on the Strategy;
- Evidence submitted by key sections of the Council including, tourism, economic development, planning and the County Treasurers;
- Benchmarking information from the Midland Parking Managers Forum;
- Local Councillors were invited to submit their observations;
- Town or Parish Council meetings;
- Public examination meeting; and
- Focus group sessions to provided qualitative information regarding the likely views of members of the general public.

The review identified that the overall strategy needs to provide appropriate parking for the following market segments.

a) Visitors/Shoppers/Tourists

The Strategy should allow for short stay parking on and off street close to shopping areas, improved signage and provision of Park and Ride for Hereford.

b) Workers/Commuters

Long stay parking should be located further from centres. Location and management of such spaces should encourage use of alternative forms of travel for journeys to work and support Park and Ride in Hereford.

c) Residents

Residents Parking Schemes will be introduced in areas close to centres, subject to local support. Such schemes will be designed to deter long stay commuter and shopper parking which can cause problems for resident wishing to park near where they live.

In developing a Countywide Car Parking Strategy the review identified the need to take account of the following key constraints:

- Government Transport Policy;
- Overall Local Transport Plan strategy;
- Land use planning guidance and policy;
- The need to maintain financial income to the Council;
- The need to carry out fair and effective enforcement; and
- The resources available for improving quality, maintenance and signing.

The recommendations of the review have been used in the development of this strategy.



STRATEGY ELEMENTS

9.7.4 Transport Policy

The overall parking policy supports the Council's aim to encourage the use of alternative forms of transport to the private car. However, it is recognised that in a predominantly rural county like Herefordshire, many journeys will continue to be undertaken by car and the overall supply of parking needs to be adequate to support the economic vitality of Hereford and the Market Towns.

Funding for capital improvements to the local transport network is available through the Local Transport Plan allocation. However, many essential measures to address the transport needs of the County, such as Community Transport and Park and Ride, require ongoing revenue funding to make them work. Income generated from car parking provision and enforcement will be used to support the objectives of the LTP. This may enable additional funding to be made available to support sustainable transport projects, such as Park and Ride, Community Transport, public transport, cycling and walking. It may also be appropriate to use such funding to improve the quality of signing and car parks themselves.

9.7.5 Supply and Quality

There must be sufficient parking capacity and turnover of spaces to meet the economic vitality safety and access objectives set out above for the County. A sample of council car parks are surveyed quarterly to establish occupancy levels and this information will be used to determine the need for additional spaces.

There should be sufficient overall parking supply to support economic activity. However, this should be managed and located so as to support Local Transport Plan objectives to reduce congestion and encourage the use of alternative forms of transport, such as Park and Ride. Within Hereford, new parking supply should be provided in the form of Park and Ride with charges and management of car parks in the City carried out to maximise Park and Ride use and reduce congestion.

The following key principles will be followed:

- Residents should generally be able to park in residential streets. Residents parking schemes will be introduced to achieve this;
- Car parks need to be well signed, attractive, easy to use and well maintained. Quality is largely determined by available budget and under the council's Asset Management Plan, a recommended maintenance programme has been identified for treatment of surfaces, signs and lines;
- In setting charges, consideration will be given to increasing these sums in order to enable improvements to be made to the quality of the car parks; and

9. TRANSPORT POLICY STATEMENTS

- The Council recognises that car parks represent a significant property portfolio. As part of the Council's ongoing role of property management, the profitability, capital value and strategic worth of Council owned car parks will be considered to ensure the use of such land for car parking continues to meet corporate aims.

9.7.6 Charging

In considering the level of charges in Council controlled car parks the following key principles will be followed:

- Some free parking is required in most centres, either on or off street, with more being required where alternatives to the car are less readily available;
- A 'Zonal' policy with short stay charging for inner car parks to help visitors and shoppers find spaces convenient to town centres is appropriate for Hereford;
- Any charges must be reasonable in comparison with neighbouring towns;
- Any charges must be in simple multiples of common coin denominations; and
- Charges will be reviewed at each car park periodically. Current charges in Council controlled car parks are available on the Council's website at www.herefordshire.gov.uk

9.7.7 Approach To Different Types Of Parking Provision

Off-street parking:

Public Off Street Parking

Across the County there are over 4500 public off-street spaces available in Hereford and the five Market Towns of Bromyard, Kington, Ledbury, Leominster and Ross-on-Wye. Hereford has the largest number of spaces (over 2500) all of which are covered by a charging regime. Outside Hereford, charges are made in certain car parks in all of the five Market Towns of Ledbury, Ross-on-Wye, Kington, Leominster and Bromyard.

The current supply of public off-street parking is considered to be broadly adequate to meet the needs of the Market Towns, although recent redevelopment within Bromyard has indicated a possible need for more publicly available parking provision. Within Hereford there is concern that demand for parking exceeds supply. Car parks within the Inner Ring Road are effectively full during the week and on Market Day car parks north of the Inner Ring Road are also effectively full. However, a particular deficiency has been identified on the south side of the City Centre which results in longer journeys for vehicles searching for a parking space. In addition, in Hereford, the current ratio of Private Non-Residential to Public Parking is 60:40, this significantly weakens the ability for parking to act as a tool for demand management.

The approach to the provision and management of off-street car parking seeks:

- To support the economic vitality of Hereford City and Market Towns by providing land close to commercial centres where those who wish to access shops and services can park their cars;
- To ensure parking of vehicles does not obstruct the public highway;
- To support the overall transport strategy for the County; and
- To help relieve Hereford City and Market Towns of traffic congestion.

We will manage off-street parking as follows:

- Zonal charging structures for Council controlled car parks in Hereford;
- Charges in selected public car parks in all five Market Towns;
- Provision of some free parking in Market Towns to support the local economy; and
- Concessionary Parking Scheme for local pensioners based on 'Home Town' Zones.

On-street parking

There are over 1600 on-street parking spaces available in the main centres of the County, all of which are currently free and generally controlled by means of limited waiting restrictions. Within Hereford there are over 400 spaces, representing 15% of publicly available parking provision for the City Centre. Decriminalised parking enforcement has been introduced throughout Herefordshire and the Council employs a team of Parking Attendants to enforce parking restrictions.



Residential parking schemes help local residents

The approach to the management of on-street parking across the County seeks:

- To ensure the safe and free flow of traffic that is essential to economic vitality and business growth;
- To provide for access for servicing for businesses;
- To provide residents parking in appropriate locations;
- To ensure effective and sensitive enforcement of restrictions;
- To provide for disabled people to park and effective enforcement, to prevent obstructions that can impact upon disabled people, bus services and effective loading / unloading by businesses; and
- To ensure that on-street parking enforcement supports economic activity by ensuring effective turnover of short-stay parking for shoppers and visitors in the centres of towns.

We will manage on-street parking as follows:

- Decriminalised Parking Enforcement;
- During the period of this Local Transport Plan, consideration will be given to the introduction of on-street charges in central Hereford to contribute to managing demand and provide revenue funding to support Park & Ride or other sustainable transport improvements;
- The introduction of Residents Parking Schemes in residential areas close to the centre of Hereford, and in appropriate locations in the Market Towns, to deter commuter and shopper parking; and
- The use of limited waiting restrictions within the centres of Market Towns.

Private Non-Residential Parking

The availability of a parking space is an important factor in determining a commuters choice of mode. A reduction in the availability of private non-residential spaces can be achieved in the longer term through the use of planning controls. Whilst there are over 7000 such spaces in the County's main centres, the majority are located in Hereford City (almost 5000). The scope for controlling the provision of new spaces is mainly confined to Hereford where it is most likely that alternative modes to the private car are available for journeys to work. Parking Standards are currently under review and will be developed to support the aims of the Local Transport Plan and the Unitary Development Plan.

Hereford City Centre has been identified as an area within which a reduction of up to 100% may be applied to the number of spaces required as part of any new development. Developer contributions may therefore be raised in lieu of the provision of parking spaces and the money used to contribute to alternative transport facilities. The Council will seek to redress the balance of total public to private non-residential parking supply, particularly within Hereford through the use of planning controls.

AREA STRATEGIES

The following paragraphs summarise the approach to applying these principles in Hereford and the Market Towns

9.7.8 Hereford

Hereford is the County Town, attracting large numbers of workers, shoppers and business trips and also a significant number of tourists. The need here is primarily to manage the available spaces. By managing the cost and supply of car parking within the City, parking policy can contribute to managing car use and promoting the use of alternatives to the car where they are available and support the development of Park and Ride.



Demand for parking is high in Hereford

Studies and consultation have highlighted a concern that in Hereford demand for parking exceeds supply and it is proposed that additional capacity be provided through the addition of Park and Ride facilities. Car parks within the Inner Ring Road are effectively full during the week and on market day car parks north of the Inner Ring Road are also effectively full.

During 2004/5 a detailed feasibility study was carried out into the provision of Park and Ride for Hereford. This concluded that there is a convincing business case for providing Park and Ride for the City and that priority should be given to developing a site to serve traffic entering the city from the North first to be followed by provision South of the City, as these represent the highest and second highest likely demand for Park and Ride use based on traffic flows and surveys of potential users. The Hereford Transport Review also

recommended that two further sites should be developed in the longer term to serve demand from the South West and North East of the City and the relative priority for these proposals will be developed during future LTP periods.

Due to the high demand for parking space in the City, there is also a need to manage the available spaces better, to reduce the amount of circulating traffic searching for a space and therefore contributing to reducing congestion.

The following points summarise the approach to be taken in Hereford:

- Three charging zones (central, middle and outer) with charges close to the centre set to encourage short stay parking for shoppers and deter long stay commuter parking;
- Park and Ride facilities will be developed to provide additional parking supply for the City and support modal shift for journeys to the City Centre;
- During the period of this LTP, consideration will be given to the introduction of on-street charges in central Hereford to contribute to managing demand and provide revenue funding to support Park and Ride or other sustainable transport improvements;
- Improvements will be made to direction signing to car parks and it is hoped to introduce dynamic signing as part of developing an Intelligent Transport System for the City to highlight the availability of spaces and reduce congestion; and
- Season tickets are made available in the outer and middle zones only with costs based on a discount compared to parking daily five days a week fifty weeks a year.

9.7.9 Ross-On-Wye

Ross combines the functions of a Market Town with those of a tourist attraction and a 'gateway' to other places. Charges in Council controlled car parks are set to reflect the fact that there is significant demand for parking by both visitors and local people wishing to access jobs and local services. Charges for car parks closer to the centre are set to encourage short stay and a turnover of spaces to support the local economy, with longer term parking allocated to car parks further from the centre. There are no on-street charges.

9.7.10 Ledbury

Ledbury is a thriving Market Town with a significant tourist draw. It is important to manage the parking to ensure that visitors are well catered for. Charges in Council controlled car parks are set to reflect the fact that there is significant demand for parking by both visitors and local people wishing to access jobs and local services. There are no on-street charges.

9.7.11 Bromyard

Bromyard is a small Market Town that serves mainly its local population and people from the surrounding rural areas. The current charges are set to ensure spaces are usually available near the centre whilst keeping enough free parking spaces for those not wishing to pay but willing to walk a little further. Redevelopment of land previously used for off-street car parking over recent years has indicated a need to provide additional off-street parking spaces to meet current demand. The Council will continue to investigate opportunities to provide additional car parking to support the local economy, as and when they arise. There are no on-street charges.

9.7.12 Leominster

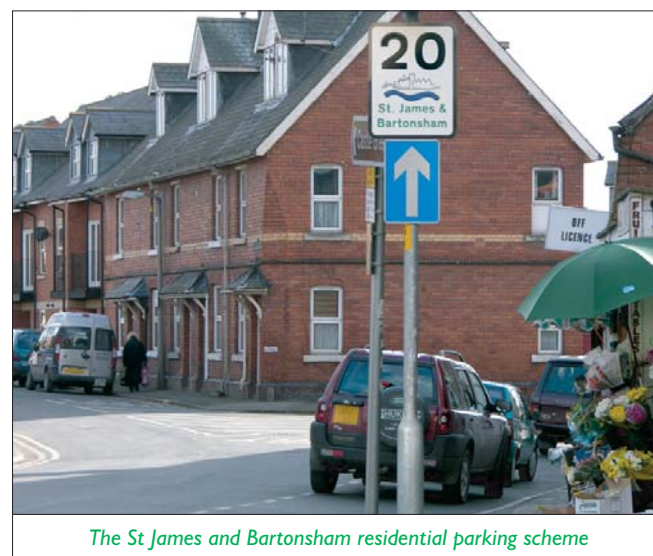
Leominster serves as a commercial and administrative centre for north Herefordshire in addition to providing several tourist destinations. The town is well provided with conveniently located car parks but it is important to ensure a reasonable turnover of spaces particularly for shoppers and visitors to support the local economy. Where charges are made in Council controlled car parks, the level of charges are set to reflect the need to support the economy of the town. There are no on-street charges.

9.7.13 Kington

Kington is the smallest of Herefordshire's Market Towns with council car parks. It is important here to ensure an adequate supply of parking, including both on and off street spaces. Where charges are made in Council controlled car parks, the level of charges are set to reflect the fact that demand for parking is mainly local in nature and is required to support the local economy. There are no on-street charges.

9.7.14 Residents Parking

Near town centres and employment areas it is not always possible for residents to find a parking space due to use of limited on street space by commuters and shoppers. The availability of such spaces for commuters and shoppers can



The St James and Bartonsham residential parking scheme

also undermine the overall Parking Strategy that seeks to manage the supply and cost of parking to make best use of available space and promote a shift to more sustainable forms of transport.

To overcome these problems, Residents Parking Schemes have been introduced in a number of areas, particularly in Hereford, in consultation with residents. Further schemes will be introduced where there is local support. Such schemes restrict use of on-street spaces to resident permit holders only.

It is, however, necessary to allow for visitors, deliveries, traders and carers to park when necessary, in addition to residents. The simplest way of achieving this is restrict waiting to a short duration with an exemption to the time limit for Residents Permit Holders. This will be the normal form of Residents Parking Scheme within Herefordshire.

In some locations pressure on space is so great that this arrangement does not 'reserve' sufficient space for the residents and in these circumstances consideration will be given to making a more prescriptive order, reserving specific marked bays for use by Resident Permit Holders only.

The general approach to granting Residents Permits will be to issue permits to car owners registered as residential council tax payers at an address within the relevant area. Where space allows, two permits will be available, one marked for the resident's vehicle and one for visitors. Where houses are in multiple occupation, only one permit per council taxpayer will be issued in order to reduce pressure on kerbside space. In no case will the issue of a permit guarantee the availability of a parking space. The charge for permits will cover the administrative costs of issuing the permit plus a contribution to the costs of enforcement.

9.7.15 Christmas And Special Events

The Council recognises the importance of supporting the local economy and the role that car parking can make to this. As a result, for limited periods free parking is traditionally allowed at Christmas in Hereford to encourage use of local shops for Christmas shopping. This is primarily because, unlike other towns in the County, there are no free public car parks in Hereford.

The use of car parks for non-profit making events is permitted subject to sufficient parking continuing to be available elsewhere for the general public.

9.7.16 Provision For Disabled People

Concessions for the disabled people wishing to park on-street are set nationally, exempting those displaying a blue badge from the time limits otherwise applying and allowing a stop of up to three hours on double yellow lines providing it does not cause danger to other road users. The Council is keen to ensure that appropriate car parking is provided for disabled people.

Therefore, in order to also encourage parking off street, all council car parks allow three hours free parking for blue badge holders. Where possible, off-street car parks also include designated wide spaces to assist wheelchair users.

9.7.17 Parking Concession For Pensioners

Concessions for pensioners were the subject of considerable debate and consultation in 1999 and 2000 and a countywide system was introduced in January 2001. This allows a pensioner to buy a permit allowing two hours free parking in the town closest to their home. The scheme has been designed to be consistent with policy in relation to transport and social exclusion and helps to support the economies of the Market Towns, encourage local communities and encourage shorter car trips.

9.7.18 Parking And The Council's Travel Plan

The Council has adopted a comprehensive Travel Plan to promote the use of sustainable modes for journeys to, from and during work by staff and visitors. The management of car parking in relation to Council buildings and by staff when carrying out their duties will be considered through the development and implementation of the Travel Plan. This will seek to encourage greater use of alternative modes and support the promotion of car sharing.

9.8 Freight Distribution Strategy

Introduction

An integrated, sustainable and efficient freight distribution system is essential for a strong, healthy economy. Herefordshire Council therefore seeks to work in partnership with local businesses to develop more sustainable distribution practices which can help to reduce accidents and congestion, and improve accessibility and air quality, whilst at the same time supporting the economy.

The Authority's main objective is -

To improve conditions, through ensuring a more effective and efficient use of the road network, and provide for the movement of freight, whilst seeking to reduce the environmental impact of road freight, and encourage greater use of rail.

9.8.1 Key Objectives

The overarching objectives of Central Government are:

- To promote a strong economy and increase prosperity;
- To provide better protection for the Environment; and
- To develop a more inclusive system.

9. TRANSPORT POLICY STATEMENTS

The Government and Local Government Association agreed a series of shared priorities. The shared priority for transport includes improving accessibility and public transport and reducing the problems of congestion, air pollution and safety.

9.8.2 Local Policy Context

The Unitary Development Plan

The revised deposit draft Herefordshire Unitary Development Plan is the land use policy for the County, and includes the following objectives that recognise the importance of freight movements in the County:

- to encourage heavy goods vehicles to use the strategic highway network through the County except when accessing their destinations;
- to discourage the use of country roads as through lorry routes;
- to work towards improving access to existing employment areas;
- to direct developers to locations with good road access;
- to require developers to contribute financially towards access improvements, if required;
- to ensure that any new commercial development provides appropriate facilities for heavy goods vehicles, including parking facilities; and
- to seek to develop Freight Quality Partnerships to address long distance and local freight issues.

The Economic Development Strategy

The Economic Development Strategy embraces the need to improve Communications and Infrastructure, through more investment to improve transport links and access to markets.

Driving Wales Forward - A Strategic Review of the Welsh Trunk Roads Programme

Driving Wales Forward - A Strategic Review of the Welsh Trunk Roads Programme is a strategy adopted by the National Assembly for Wales. This document identified a programme of trunk road improvements including area and corridor studies, and identified a number of strategic corridors, which included the need for an east west corridor to serve Mid Wales.

9.8.3 Regional Freight Study

A Regional Freight Study is currently underway which was promoted by Advantage West Midlands and assisted by the West Midlands Authorities, the conclusions of which will be expected to provide a basis for the revised Regional Spatial Strategy to replace RPG11. The developing strategy is expected to comprise:

- designation of a Strategic Road Freight Network;
- improvements to Local Freight Routes to further improve network capacities for heavy goods vehicles;
- increased use of Freight Quality Partnerships;
- better information for Drivers;
- promotion of suitable sites for strategic lorry parks; and
- Herefordshire will use the recommendations of this study as a basis for reviewing the LTP strategy in relation to freight and to ensure consistency.

9.8.4 Freight Distribution

Companies have to respond to ever increasing demands for tighter delivery windows, which are often prompted by the need to eliminate night time noise in areas where the number of domestic households are increasing. Just-in-time deliveries also dominate the transport industry, subsequently these tend to weigh against the use of rail.

The use of rail for deliveries needs to become a viable option, and for rail to be competitive it must compete in terms of cost, reliability and operational efficiency. However for many companies when compared to rail, road freight is still considered to be cheaper, more secure and more flexible in able to respond to customer demands.

It is however recognised that road will continue to be the dominant mode of freight distribution for the short term, but taxation changes will begin to level competition in the medium term.

The Council will continue to encourage the maximum use of rail, and facilitate the provision and protection of rail facilities within the County.

9.8.5 Road Freight

Heavy goods vehicles are an essential constituent of transport distribution upon which a strong and vital national, regional and local economy depends. As economic wealth grows then so follows growing demand for an increase in goods and therefore the requirement for larger and additional lorries.

A substantial amount of heavy goods traffic is generated by businesses in the County, almost all of which is transported by road. We have a duty to ensure the efficient and effective movement of goods under the requirements of the Traffic Management Act 2004. Local businesses in the County including major employers such as Bulmers and Sun Valley, and companies located on the Rotherwas Industrial Estate all need to be able to get raw materials and goods in and out efficiently. In addition, if the needs of local people are to be met it is essential that goods are efficiently delivered to retail outlets.



We need to facilitate safe and efficient freight movement

Whilst heavy goods vehicles provide an essential service, they do generate problems of concern to local residents. Within Herefordshire the rural and urban areas encounter very different problems. This is further highlighted in a recent North West Herefordshire HGV Study, which examined solutions to major routes passing through this rural area and with Historic Communities.

In rural areas the main cause for concern is heavy goods vehicles using unsuitable and very often narrow roads. Whereas in urban areas such as Hereford City the prime concern is the volume of traffic, as through traffic includes a significant proportion of heavy goods vehicles. This traffic is mainly concentrated on the main routes through the City, in particular the A49, A465, A438 and A4103, and its presence causes problems of congestion (see Figure 5C in Section 5 for details of congestion on these routes in Hereford), pollution, noise and safety. There is also the issue of some of this traffic taking short cuts through residential areas, which results in further problems of safety and environmental impact.

Not surprisingly heavy goods vehicles are often seen by the general public to be both intrusive, and a danger to other road users and pedestrians. Consequently requests are frequently received for lorries to be banned from particular roads, most often in relation to residential roads or minor roads in rural areas. However it is often forgotten that even in rural areas, lorries are necessary for the transportation of fuel, building materials, farm produce and refuse. Therefore in the majority of cases it is found that vehicles using minor roads do so for essential access, which is often not possible or desirable to restrict.

Whilst heavy goods vehicles are perceived to be undesirable, this alone is not a justified reason to prohibit them. Prohibiting lorries from using routes of their choice invariably means the vehicles will have to use less direct and therefore longer routes, which consequently increases the running costs to businesses. In addition these routes may well be through other villages, where different residents will suffer increased intrusion.

When considering the introduction of a Traffic Regulation Order to exclude heavy goods vehicles the Council will examine whether the lorries are either causing serious danger to other road users, or that the highway or environment is being damaged unreasonably. Large vehicles using minor roads, which were not constructed for such traffic, inevitably cause damage. However, unless the vehicles can be displaced to a more suitable road, little is gained from moving them from one minor road to another.

STRATEGY ELEMENTS

These will be further investigated in light of the Regional Freight Study to be published shortly.

9.8.6 Road Freight Strategy

Herefordshire's strategy will aim to minimise the impact of road freight, while ensuring the needs of local businesses are met. Heavy goods vehicles will be encouraged to use the most appropriate access route to reach their destination, and such routes will be adequately signed and maintained. Consequently reducing congestion and maintenance costs, improving air quality, accessibility and safety.



The UDP will safeguard land for rail freight use

The principle objectives in the strategy to improve conditions, and provide for the movement of freight, whilst seeking to reduce the environmental impact of road freight, and secure benefits for the shared priorities, are set out below:

- To define and develop a lorry route network and encourage heavy goods vehicles to use the network;
- To work with all stakeholders, through the mechanism of Freight Quality Partnerships, and discourage the use of unsuitable rural roads and residential routes, whilst improving accessibility through traffic management and easily accessible information;

9. TRANSPORT POLICY STATEMENTS

- To identify access routes into industrial estates and major lorry generators and work and to contribute towards their improvement, thus removing heavy goods vehicles from residential and sensitive areas;
- To identify lorry parks and waiting areas, and work towards the provision of amenities for drivers at these sites;
- To establish driver information points and waiting areas such as lay-bys on the major routes into Hereford and within Hereford City to aid drivers to locate destination, Industrial Estates and businesses;
- To protect locations and structures where lorry movements have an adverse effect on conditions, by introducing advisory signing, and/or weight restrictions;
- To encourage developments within the County that provide appropriate facilities for heavy goods vehicles, such as lorry parking facilities with full amenities; and
- To direct developers to locations with good road access. If appropriate developers may be required to contribute financially towards improving access roads.

9.8.7 Rail Freight

Both the UK Government and European policy is increasingly supporting the transfer of road freight to rail. This is reflected in the Lorry Road User Charging Scheme proposal to start in 2008, and the changes proposed in the recent White Paper entitled 'A Platform for Customer Focused and High Performing Railway'. The Lorry Road User Charging Scheme proposes to replace the current road taxation scheme with a distance based system which will ultimately allow higher charges to be levied for travel at peak times. This White Paper gives more responsibility to Network Rail, brings Track and Train Companies closer and consequently will bring about a better deal for freight to invest long term. The future aim being to level track and road charges and to make rail more competitive.

Herefordshire Council wishes to encourage the maximum use of rail for the movement of freight in and out of the County, in order to reduce the impact of heavy goods vehicles on the transport network and support it's duties under the new Traffic Management Act.

However with regards to companies using rail it is quite often the question of reliability and meeting time windows, which dictate whether rail may be considered, and not just the cost.

At present Hereford has through freight services to Newport and Shrewsbury and the North West of England, the route through Hereford is a key link between South Wales and the

North West and Scotland. However at the moment there are no services running between Hereford and Worcester, due to the current network structure coupled with physical characteristics of the route.

Within the County itself rail links are still in situ leading to the following locations:

1. Pontrilas Wood Sidings;
2. Hereford Yard (Barrs Court);
3. Hereford North (HP Bulmers, Sun Valley, Wiggins Alloys, Colas); and
4. Moreton-on-Lugg MoD depot.

These rail links are also safeguarded within the Unitary Development Plan.

Currently the Pontrilas Wood sidings are in use and there is growing use of the Moreton-on-Lugg depot where Tarmac are now exporting some 50,000 tonnes of stone to London from their Old Radnor quarries in Kington.

9.8.8 Rail Freight Strategy

The principle objectives in the strategy to encourage greater use of rail are set out below:

- To encourage major employers to consider the use of rail freight;
- To hold discussions with companies most likely to use rail and encourage the re-use of disused private sidings, or developing a rail inter-modal depot at Moreton-on-Lugg;
- To hold discussions with those who may consider rail for limited shipments were Moreton-on-Lugg established as a public road rail site;
- To ensure that Moreton-on-Lugg's rail connections are protected through the Unitary Development Plan; and
- To protect appropriate areas of land for possible future rail use through the Council's Unitary Development Plan.

9.9 Network Management Duty

The Traffic Management Act 2004 placed a new Network Management Duty on the council, as Local Traffic Authority, in particular section 16(1) states:

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

securing the expeditious movement of traffic on the authority's road network; and facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.'

The Council is acutely aware of the importance of managing the road network to minimise disruption and reduce congestion.

Although the proportion of the road network that is susceptible to routine congestion is relatively small, there are several key locations where incidents can lead to substantial delays and disruption. Peak our congestion is common in Hereford City and, to a much lesser extent, at Bargates in Leominster. These areas coincide with the two Air Quality Action Areas of the county.

The level of congestion within Hereford does have some adverse impact on the potential for economic expansion, with new development constrained by the ability of the network to cope with additional traffic generation. Congestion is frequently cited by the public and local businesses as a serious problem in Hereford City. The development of more sustainable transport modes is also constrained by the lack of capacity in the network, highlighting the need for innovative solutions that can be accommodated within the existing road space.

The Council's commitment to effective management of the road network is illustrated by the decision to designate the statutory role of Traffic Manager in the post of Head of Highways and Transportation, a senior management position with the ability to influence and drive corporate policy development. The Traffic Manager is Stephen Oates CEng MICE BSc(Eng).

A Network Management Plan is to be published in 2007, following a period of consultation and development with stakeholders and other highway authorities. Meanwhile, the requirements of the Traffic Management Act 2004 are being discharged through the following actions:

- The engagement of the Transport Ambition Group in policy development and the use of extensive stakeholder and public engagement in highways and transport projects;



We need to work with the Highways Agency to manage the whole network

- routine policy and operational engagement with the Highways Agency, including quarterly liaison meetings chaired by the Traffic Manager;
- participation in the formation of the West Midlands Shires/Unitaries Traffic Managers Liaison Group;
- participation in the West Midlands Traffic Officers Regional Group (TORG);
- integration of traffic management with the delivery of highway maintenance and management functions through Area delivery teams;
- development of a network hierarchy, consistent with Local Transport Plan and Highway Maintenance Plan priorities;
- implementation, through the Local Transport Plan, of the recommendations of the Hereford Transport Review;
- integration of network management for special events and road works with the Joined Up Programme of maintenance and new schemes;
- annual review of progress in delivering the Local Transport Plan and development of the Hereford Intelligent Transport System to manage the growth in traffic on key routes;
- integration of highways management systems to ensure parity of treatment and monitoring for local authority and statutory undertakers works;
- promoting the role of the Traffic Manager and the responsibilities of the traffic Management Act 2004 across the council.

Pending publication of the Network Management Plan, the Council will continue to develop closer working relationships with partners, in particular the Highways Agency.

Key stages in the development of the Plan that have been programmed for completion during 2006 include the establishment of a network hierarchy, a review of planned diversionary routes and guidance procedures for handling unplanned incidents on the network.

Introduction

Our LTP strategy will be delivered through a comprehensive five year programme of transport improvements which will enable us to achieve the outcomes which are important to Herefordshire residents and the shared priorities of better access, safer roads, reduced congestion and better air quality. The programme is outlined in Section 10.4 below and has been based on the Government's planning guideline for Herefordshire published in December 2005. In line with Government Guidance, we have based our performance indicators (set out at 10.6) on this level of funding. We have also indicated other sources of funding which, if secured, would enable us to make better progress towards achieving these outcomes.

Whilst the implementation of a programme of over £53M represents a significant challenge, we have developed an excellent track record in programming and delivering transport improvements which has resulted in the award of Centre of Excellence Status in Local Transport Delivery. The implementation of the first LTP has enabled us to review and refine our approach to delivery and incorporate best practice solutions to ensure that we are focused on implementing value for money schemes which are effective in achieving important outcomes such as improved road safety, better access to public transport and improved road condition.

10.1 Prioritising Investment and Managing the Programme to Ensure Value for Money

Achieving value for money is an essential responsibility of local government and this is one of the guiding principles for the delivery of our LTP strategy (see Section 2.1). It is also vital given the need to meet the Government's challenging Gershon efficiency savings targets and also in the light of a significantly reduced allocation for integrated transport funding for Herefordshire over the next five years. The new formula for calculating the integrated transport block planning guideline has resulted in a £3.2M (22%) reduction for the County over the LTP2 period (compared with the provisional planning guideline indicated in the Settlement Letter 2004 and on which the Provisional LTP2 programme was based).

Table 10A: Herefordshire's Planning Guideline for LTP2

	2006/7	2007/8	2008/9	2009/10	2010/11
Capital Maintenance Block Allocation	7,802	7,958	8,356	8,774	9,212
Integrated Transport Block Allocation	2,546	2,307	2,241	2,163	2,071
Total	10,348	10,265	10,597	10,937	11,283

All figures £000s

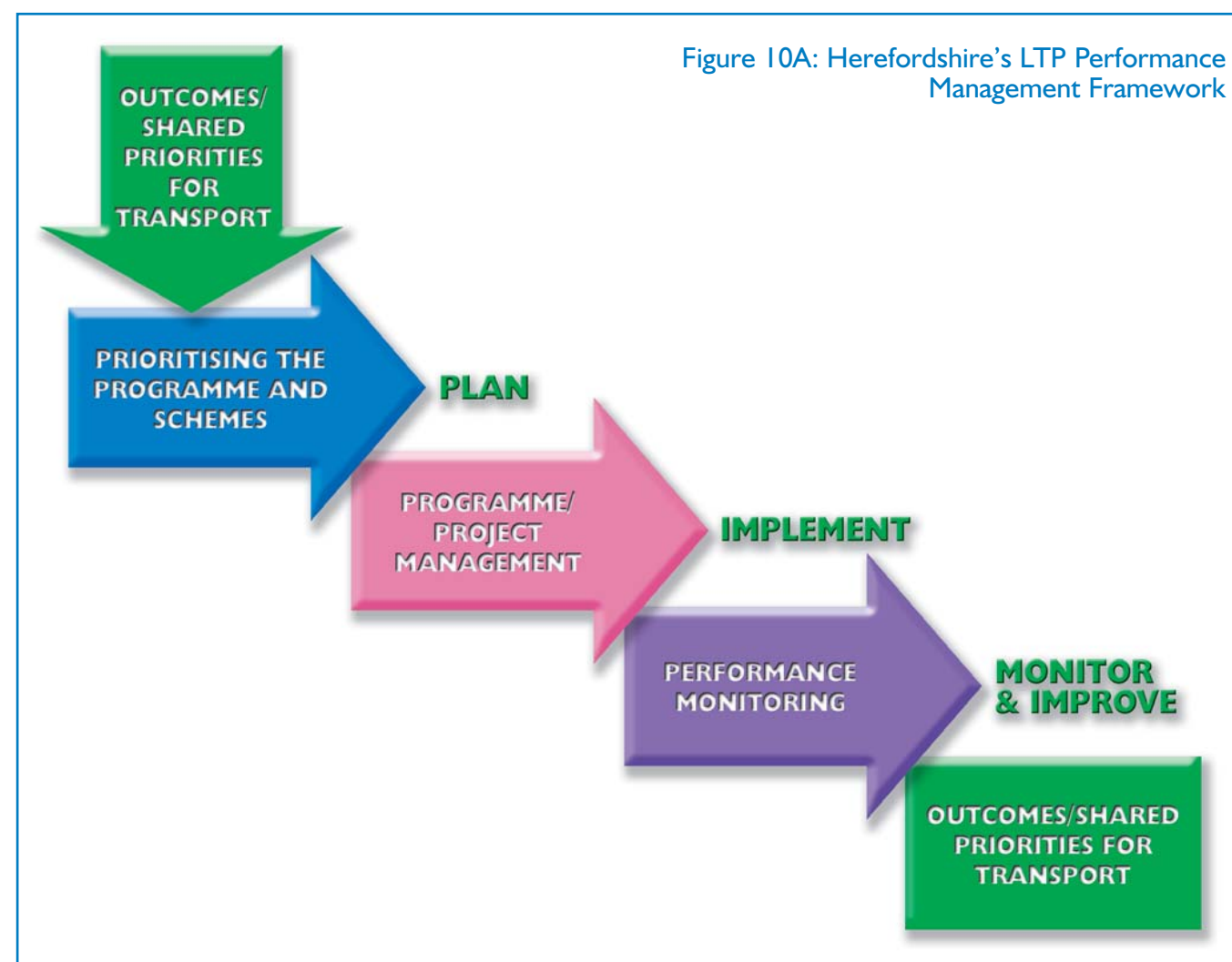
We have developed a performance management framework which helps us maximise the value for money we can achieve from all of our resources for improving transport. Figure 10A below summarises the key elements of the framework which comprise effective prioritisation of the programme and specific schemes, robust project management to ensure that schemes are implemented on time and within budget and clear performance monitoring which maintains our focus on meeting performance indicators and, ultimately, achieving the outcomes which drive our strategy.

In this section we set out:

- ◆ Our approach to prioritising the programme and schemes (10.2);
- ◆ Effective programme and project management to ensure delivery and value for money (10.3);
- ◆ A summary of the LTP 5 year programme (10.4);
- ◆ Revenue funding and other contributions to help achieve our LTP objectives (10.5); and
- ◆ Performance Indicators and how we will monitor our progress towards achieving the shared priorities and local key outcomes (10.6).

10.2 How We Have Prioritised the Programme

Building on the platform established through the implementation of the first LTP, we have sought to continue with a balanced package of measures which will provide better access for all members of our community through improvements to the pedestrian environment, better access to public transport, extending the cycle network and improving the safety of the transport network. All of these measures are underpinned by a well maintained transport network and we have sought to strengthen the link between maintenance and the delivery of our wider transport objectives. This is being driven by ongoing work in developing the Herefordshire Transport Asset Management Plan.



The strategy includes a limited amount of road building and larger schemes such as Park and Ride which have been identified following a detailed analysis of present and future access demands through the Hereford Transport Review. The contribution these schemes and the other schemes in the strategy make to helping us meet the shared priorities for transport are set out in Table 10B. The table helps illustrate the strong contribution which the programme makes to meeting all of the shared priorities and a range of other important quality of life issues including health, economy, quality of public spaces and landscape.

A detailed 5 year programme, at Table 10E, indicates how we intend to allocate the LTP funding through the four investment strategies - Hereford Transport Strategy, Rural Herefordshire Transport Strategy, Road Safety Strategy and Maintaining the Network. We have had to re-profile funding between the integrated transport block and maintenance block allocations set out in the planning guideline to enable the delivery of larger schemes including the Rotherwas Access Road Scheme and the development of Hereford Park and Ride in the first three years of the programme. This is compensated for by re-allocation between maintenance and integrated block in years 4 and 5.

10.2.1 Sustainable Transport Improvements - Hereford and Rural Herefordshire Transport Strategies

The programme continues our commitment to providing sustainable transport improvements across the County with a high level of funding for cycle network development which should result in £1.9M investment over the period. The programme will prioritise cycle schemes which develop the strategic network, provide for existing or potential high levels of usage and help tackle parts of the network where there is a history of casualties amongst cyclists and other vulnerable road users.

We will also be continuing to provide access improvements to buses through a programme of investment in passenger waiting facilities of just under £0.5M. This will include providing fully accessible stops and a comprehensive upgrading of timetable information at stops. We will also be providing text messaging of timetable details for stops on a corridor by corridor basis. We allocated £1.255M revenue for public transport in 2005/6 which comprises £0.945M for supporting services, community transport and publicity and £310,000 towards supporting concessionary fares and we anticipate continued funding at this level which will provide over £6M for buses and community

10. DELIVERING THE STRATEGY

Table 10B: How the LTP2 Programme Contributes to Meeting the Shared Priorities

Scheme	LTP2 Funding (£000s)	Contribution to Shared Priorities for Transport					Quality of Life
		Accessibility	Safety	Reduced Congestion	Air Quality	Quality of Life	
Travel Awareness	175	▶▶	▶	▶▶▶	▶▶	H, CC	
Hereford Intelligent Transport System	125	▶		▶▶▶	▶▶▶	E, CC	
Rotherwas Access Road	1500	▶▶	▶▶	▶▶▶	▶	E, N, PS	
Hereford Outer Distributor Road	200	▶	▶	▶▶▶	▶▶▶	E, PS, SC, H, N	
Park and Ride	1500	▶▶▶		▶▶	▶▶	CC	
Cycle network development	1900	▶▶▶	▶▶	▶	▶	H, CC	
Widemarsh Street Pedestrianisation	195	▶▶	▶▶		▶▶	E, PS, N	
Pedestrian Access Improvements	750	▶▶▶	▶▶▶	▶	▶	PS, H, CC	
Accessible Bus Network	450	▶▶▶		▶	▶	SC	
Rail Station Access Improvements	300	▶▶▶		▶	▶		
North West HGV Projects	150	▶	▶▶		▶	PS, SC, N	
Rights of Way Improvement Plan Support	240	▶▶				LD, H	
Accessibility Partnership Development	150	▶▶▶	▶	▶	▶	SC, H	
Road Safety Strategy Schemes	4240	▶▶	▶▶▶		▶	SC, H	
Highway Maintenance	36157	▶▶▶	▶▶▶	▶	▶	LD, PS, SC	
Bridgeworks	3700	▶▶▶	▶	▶	▶		

▶▶▶ Strong contribution ▶▶ Medium Contribution ▶ Some Contribution
Quality of Life Key: E = Economy and neighbourhood renewal, PS = Quality of Public Space, LD = Landscape and Diversity, SC = Safe and Prosperous Communities, H = Health, N = Noise, CC = Climate Change

transport during LTP2. We also receive Rural Bus Subsidy Grant of just over £0.8M per annum and this has been confirmed for 2006/7 to 2007/8 meaning that an additional £1.6M funding to support rural bus services should be available for at least the first two years of LTP2.

We will continue to provide Christmas Park and Ride at sites north and south of Hereford City Centre but the north site will be phased out as the permanent site will be developed and become operational in 2008/9 providing year round park and ride for the City. Some re-profiling (between maintenance and integrated transport block has been necessary to enable the programming of park and ride in the early years of the LTP2 period as described above).

Pedestrian access improvements of £0.75M will be provided across the County including new footways for rural residents to enable access to local services, helping sustain rural settlements. We will also continue to provide drop crossings and tactile markings to help improve access in Hereford and the market towns. Where needed, we will provide new crossings (controlled or uncontrolled) which reduce the impact of traffic on local communities, prioritising requests to ensure that children and the elderly benefit most.

Funding is also set aside to implement pedestrianisation and enhancements in Hereford City Centre. We will complete the permanent pedestrianisation of Widemarsh Street between 10:30am and 4:30pm in 2006/7 following a successful trial scheme in 2005/6. This scheme will include townscape improvements which will tie in with the upgrade of High Street and Eign Gate implemented in 2005/6.



We will seek to secure access improvements at rail stations in Leominster, Hereford and Ledbury. In order to achieve this a Rail Station Disabled Access Feasibility Study has been undertaken during 2005/6. We have considered the options identified and have selected a preferred option for each station. We are undertaking detailed design for Ledbury Station and plan to go forward to detailed design for the two other

stations, with a view to developing schemes to be constructed during the LTP2 period 2006/7 to 2010/11 subject to funding being available and working in partnership with the rail industry. From the Rail Station Disabled Access Feasibility Study the preferred access options for the stations are:

- Hereford Station, Passenger operated lifts utilising the current footbridge;
- Leominster Station, Ramped access utilising the current footbridge; and
- Ledbury Station, New footway access to the north platform.

We welcome the Strategic Rail Authority's consultation document 'Access for All', which set out proposals for implementing access improvements including the provision of step free access, published earlier in 2005. The document indicated that a budget of £370M had been set aside for this purpose up to 2014. These funds are now administered by the DfT, and we plan to enter discussions with DfT once the detailed design for Ledbury Station has been completed.

Following an assessment of HGV movements through the North West area of Herefordshire, we have identified the need to develop traffic management proposals to reduce the impact on small historic settlements including Eardisley, Lyonshall, Pembridge and Shobdon. We intend to establish a Freight Quality Partnership which, initially, will focus on this area to help identify the main priorities and establish how local freight operators can reduce the impacts of their operations on these and other communities. We also intend to research the need for better information for freight operators travelling through and into the County with a view to providing a lorry route map which could provide strategic route information and more detailed information for key destinations such as industrial estates.

10.2.2 Road Safety Strategy

We have identified a programme of £4.24M of road safety improvements over the LTP2 period. Key measures will include minor safety improvements which we prioritise to target accident cluster sites and aim to complete at least 10 a year. We have reviewed our criteria for assessing 30mph speed limits and anticipate increasing the programme through the period with a target of at least 12 sites a year. We are reviewing the use of vehicle activated signs to help tackle accident sites and anticipate implementing 2-3 each year.

We have made good progress on supporting schools with safer routes to school improvements during the first LTP and have set out a programme of £1.665M over the LTP2 period. We have reviewed our approach to safer routes to school in line with best practice and require schools to have developed a school travel plan before infrastructure measures are provided.

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A new pedestrian/cycle route for Ledbury Primary School

A technical prioritisation of schools (with a travel plan) helps target those schools where there is the greatest potential for modal shift. We have built further flexibility into the programme so that as a minimum, any school with a travel plan will be provided with cycle parking. We have also combined the programme with school 20mph zones (which were previously prioritised on accident basis) with a view to providing these on a school by school basis and following a technical assessment of where such a scheme could bring substantial benefits. We will aim to implement safer routes to school schemes at five schools per annum and implement at least five school 20mph zone schemes over the period. Our progress in delivering school travel improvements and our strategy have been recognised by the Government's Travelling to School Project Board which reviewed all local authorities' School Travel Strategies in 2005. We are very pleased that our hard work has resulted in top rating from this review and that we are included in Category 1.

We will continue to support our capital investment in road safety through a comprehensive programme of education, training and publicity. Further details on the programme are outlined at Section 7. In 2005/6 we allocated £52k from our revenue budget for this work and would anticipate a similar level of funding per year during the LTP period.

10.2.3 Maintaining the Transport Network

We have set out a substantial programme to maintain the transport network with £40M allocated following the planning guideline. An effective Transport Asset Management Plan will enable us to better understand the value and liability of the transport network, and provide us with the information to make the right strategic decisions to ensure that it is exploited to its full potential and its value is safeguarded. To achieve this we have already adopted an asset management approach through our Highway Maintenance Plan, and are seeking to build on this through the development of our Transport Asset Management Plan (TAMP) with a view to delivering better outcomes for our customers. Our approach to developing the

TAMP for Herefordshire is set out in Section 8: Transport Asset Management. In summary, the development of the TAMP will enable us to realise the following benefits during the LTP2 period:

- Reduced congestion, improved accessibility and safer roads;
- Reduced life cycle costs;
- Defined levels of service in line with customer aspirations;
- Improved Risk Management;
- Enhanced ability to track performance;
- Robust information to enable transparency in decision making;
- Ability to look at 'what if' scenarios and demonstrate the consequences of funding decisions;
- A greater understanding of financial, operational and legal risks; and
- Ability to discharge statutory valuation and financial reporting responsibilities.

We have identified a programme to help deliver the emerging Rights of Way Improvement Plan. This programme will prioritise improvements to rights of way which serve a utility purpose such as access to local village services or rural schools.

The capital maintenance programme is supported by a substantial revenue funded programme which targets more routine and repetitive maintenance activities including winter maintenance, street lighting, public rights of way and StreetScene. In 2005/6 the revenue budget for these activities was just over £5.5M. When combined with the anticipated LTP allocation for maintenance this amounts to £67.5M towards maintaining the network for LTP2 and represents a significant investment. The Transport Asset Management Plan will ensure that we build in greater value for money for this investment, and we will continue to secure efficiencies through the Strategic Delivery Partnership.

10.2.4 Major Schemes

We are mindful of Government's guidance on major schemes and the need to prioritise only those schemes that look likely to deliver the best value for money. We have continued to develop proposals recommended through the Hereford Transport Review and have prioritised our major scheme proposals in line with the Review's longer term strategy for Hereford and consideration of priorities countywide. These proposals have been subject to local consultation and are in line with the Council's overall priorities for transport.

The Major Scheme priorities are:

1. Implement the Rotherwas Access Road scheme by 2007/8;
2. To develop proposals and submit a major scheme bid for the A49 Ross Road to A465 Abergavenny Road link 2008-11. This scheme will incorporate further assessment of proposals for a Hereford Outer Distributor Road including a river crossing and will need to be coordinated with a review of the County's land use planning policies for the period after the current Unitary Development Plan;
3. Continue to monitor traffic levels and HGV movements through the North West Herefordshire communities (Eardisley, Pembridge, Lyonshall and Shobdon) to ascertain if a road scheme would be justified for the period beyond LTP2; and
4. To support an extension to the Ledbury Bypass to be funded through private developer contributions and linked to the Unitary Development Plan's proposals for employment land allocations.

The Rotherwas Access Road scheme was considered as part of the prioritisation of schemes for inclusion in the West Midlands Regional Advice on priorities for major scheme investment. This process identified that the scheme will make a major contribution to regional objectives and identified it as a high priority scheme classified as Band 1 within the Regional Assessment Framework. As a result, the scheme was included as a Firm Priority in the recommended programme submitted to Government in January 2006.

It is anticipated that other major scheme priorities of the Council requiring funding from the Regional Funding Allocation in future will be put forward for regional prioritisation in due course.

Other Road Schemes

The UDP also refers to additional road schemes including the A4103 Roman Road eastern section improvement, the A4103 Roman Road extension from A480 to A438 and a Leominster Zone of Interest for a link between the B4361 and the A44 to accommodate long term future growth beyond the Plan period. Further development work may be undertaken on these schemes towards the end of the LTP2 and subject to the availability of funding.

Rotherwas Access Road

The Rotherwas Access Road scheme is an immediate and key priority for the Council and forms part of a package of measures needed to secure the continued viability of the Rotherwas Industrial Estate (the County's primary employment location). Together with the introduction of sustainable transport improvements and the Travel Plan for the estate, the scheme will bring significant benefits to the estate and provide

relief for the residential area through which the estate is currently accessed. The importance of the scheme to the overall strategy is outlined further within the Hereford Transport Strategy in Section 5. A great deal of preparatory work has already been undertaken to ensure that the scheme remains on track for completion during 2007/8, subject to funding being made available. Planning approval has been secured for the route and the Side Road and Compulsory Purchase Orders have been published and were considered at a brief Public Inquiry held in January 2006. The inspectors report is expected shortly.

The Council remains strongly committed to delivering this crucial scheme and work has continued to develop the scheme in accordance with the original programme for implementation utilising funding from the Council's own funds.

In July 2005 and following discussions with the Department for Transport, the appraisal of the scheme was refined further and a Major Scheme Business Case was submitted with the Provisional Local Transport Plan. This Business Case addressed the outstanding appraisal issues and demonstrated that the scheme offers excellent value for money and will make a major contribution to the future viability of the estate supporting the wider local economy. Following submission of the MSBC, we have continued to work with the Department to assist them in completing their consideration of the proposal.

The West Midlands Regional Assembly has identified the Rotherwas Access Road as a high priority scheme and highlighted the scheme as a Firm Priority in the recommended programme for major scheme funding in 2006/7. Appraising the scheme against the agreed Regional Appraisal Framework has demonstrated that the Rotherwas Access Road is entirely consistent with Regional Spatial Strategy and is supported by the regional development agency, Advantage West Midlands, as a key part of the strategy to support the creation of jobs at Rotherwas and strengthen Hereford's economy. The scheme is at an advanced stage of development with planning permission secured, detailed design nearing completion and land acquisition procedures well underway. Subject to confirmation of funding, construction is scheduled to begin during 2006/7.

It is important that major scheme funding is awarded for 2006/7 to avoid a delay in delivering this important scheme. The Major Scheme Business Case presents a detailed case for the scheme and this is supported by the Regional Advice to Government on priorities. The Government is therefore urged to take full account of the advice submitted from the West Midlands Regional Assembly, recognise the importance of this scheme and accept the scheme for funding in 2006/7.

The table overleaf details the proposed spend profile for delivering the scheme in accordance with the current programme. The MSBC 2005 submission provides full details of the scheme and the appraisal that has been carried out.

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Table 10C: Rotherwas Access Road Profile Costs (Including Optimism Bias)

	Earlier years	2005/6	2006/7	2007/8	2008/9	Future years	Total
Rotherwas Access Road Profile Costs	480	310	6,280	4,960	570	0	12600

All figures £000s

10.2.5 Prioritising Schemes

During LTP1 we have reviewed and refined our approach to prioritising transport improvement measures in order to ensure continued value for money and incorporate best practice approaches. Overall budget allocations for different types of schemes are confirmed on an annual basis in the light of the financial settlement from Government. Prioritisation methods have been developed to objectively prioritise investment in various types of schemes including minor safety improvements, traffic calming, cycle schemes, footway schemes, safer routes to schools and School 20mph zones and pedestrian crossings.

Key elements of scheme prioritisation include:

Minor Safety Improvements - takes into account accidents savings and cost savings (based on nationally published figures) against the cost of the scheme ensuring we tackle the worst affected cluster sites and achieve the best value for money. These schemes are particularly effective in helping reduce the most serious road casualties.

Traffic Calming - These schemes are prioritised in a similar way to minor safety improvements but give higher priority to accidents involving children and the elderly and also take into account speed reduction benefits associated with the traffic calming scheme. Traffic calming schemes also contribute to accident reduction but the emphasis on vulnerable road users also helps ensure schemes are prioritised which bring wider community benefits.



Traffic calming schemes contribute to accident reduction



Cycle lane in King Street

Cycle Schemes - In 2003, a new prioritisation methodology was approved to enable new proposals to be placed within an overall hierarchy that includes all schemes, old and new, helping to meet the objectives of the LTP. In developing a new prioritisation process, a review of best practice in relation to cycle route prioritisation and ranking was done. As a result, a scoring method with clearly defined criteria was adopted, that incorporated the hierarchy of transport modes as outlined at Section 1.2. The key criteria included in the prioritisation are:

- ◆ contribution to the strategic network;
- ◆ developing a route which is direct, coherent, attractive, safe and comfortable;
- ◆ current and potential level of usage; and
- ◆ 5 year accident history within 50 metres of the route. The process also takes into account feedback from local cyclists through the Herefordshire Cycle Forum.

Footway Schemes - These are prioritised firstly on accident rate and in the absence of accidents using a measure of cost per potential user. Potential users are estimated as the sum of existing walkers on the route plus an estimate of any 'suppressed demand' based on the 'catchment' at one or other end of the route e.g. size of housing estate, number of jobs on industrial estate.

Safer Routes to School and School 20mph Zones - The prioritisation of schools for selection for Safer Routes to School improvements to support walking, cycling and public transport use was reviewed by the Council in 2003. The revised process that was adopted uses a technical criteria for initial selection of schools and requires a school to commit to develop a School Travel Plan before any infrastructure improvements are provided. Our experience gained during the first LTP indicated that modal shift on the school journey is affected by the extent to which the school 'owns' its transport issues and is willing to begin a dialogue with parents and local residents. Infrastructure measures are less effective without this level of involvement and consequently this is a key requirement before we will invest in further improvements. The approach is also used to prioritise future investment in School 20mph Zones in the vicinity of schools.

Pedestrian Crossings - We receive a large number of requests for new pedestrian crossings and therefore need a robust process to prioritise requests ensuring that we programme schemes which provide the maximum benefit for the investment. The process is set out in three stages:-

- Stage 1.** Determine the appropriate form of crossing which might be a zebra, pelican or toucan;
- Stage 2.** Determine whether the crossing is justified through a technical assessment which takes into account current and potential usage, traffic volumes and speeds; and
- Stage 3.** Prioritise those crossings which are justified.

As different forms of crossing have significantly different costs associated with them, the criteria for justification are different and so the form of crossing must be determined first.

We will continue to review how we prioritise LTP scheme programmes during the LTP2 period to ensure that we are delivering schemes which achieve the best outcomes in terms of accessibility, reduced congestion, road safety and better air quality. Any reviews will be reported in the appropriate annual progress report.



Pedestrian access improvements for the Ledbury Town Trail

10.3 Performance Management: Managing the Programme and Monitoring Performance

The delivery of a comprehensive programme, over a five year period to invest £53M in transport improvements presents a significant challenge and requires sound performance management. The LTP is a large and challenging programme which comprises hundreds of diverse capital schemes implemented each year. Larger schemes can take several years to implement from feasibility through to delivery on the ground. The nature of this programme means that it is subject to a number of risks including financial/resources, organisation and public acceptance which have to be managed.

10.3.1 The Strategic Delivery Partnership and Joined Up Programme

The Herefordshire Strategic Service Delivery Partnership commenced on 1st September 2003 with the award of initial 10-year contracts to Herefordshire Jarvis Services Limited and Owen Williams Limited. Herefordshire Jarvis Services Limited is a joint venture between Herefordshire Council and Prismo Limited, a wholly owned subsidiary of Jarvis plc. The partnering arrangements and required contracts were in line with the 'Rethinking Construction' principles set out in a report on the scope for improving quality and efficiency in UK construction which had been commissioned for the former Department for the Environment, Transport and the Regions. 'Rethinking Construction' identified five key drivers of change for the construction industry: committed leadership; a focus on the customer; integrated processes and teams; a quality-driven agenda; and commitment to people.

The scope of the service delivery agreement between the Council and Herefordshire Jarvis Services Limited includes highway maintenance, grounds maintenance, street cleansing, toilet cleansing, recycling, street lighting, courier services, printing, vehicle maintenance, signage, building maintenance, building cleaning, and event catering.

The scope of the service delivery agreement between the Council and Owen Williams Limited covers the provision of engineering services for policy development, design and implementation, including transportation and traffic engineering, management and control; highway design and management; materials testing; general infrastructure development; property/architectural services and other associated technical services.

The management arrangements for the Partnership are centred on a Partnership Management Board which comprises one senior representative from each of the three partners. This Board sets the overall strategic direction for the Partnership. Day-to-day operational management is devolved to the Partnership Programme Management Team (PPMT), comprising a core of senior managers from the three partners but with other operational staff co-opted for specific activities.

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The PPMT reports to the Management Board on a quarterly basis and key reporting points include the status of operations against budgets for programmed works as well as updates of key performance indicators. Whilst the service delivery agreements set out over 100 performance indicators, for day-to-day management purposes these have been reduced to 28 key indicators together with 19 secondary indicators concentrating on the principles of 'Rethinking Construction' to focus on time and cost predictability. Under the auspices of the PPMT, a number of other groups are established from time to time to address specific technical or commercial issues arising from the working of the Partnership.

As this is one of the first Strategic Service Delivery Partnerships to be established in the UK, we believe that sharing our experiences of setting up the partnership will be of interest to other authorities. This innovative approach requires all three partners to work together to improve the way they work and secure significant benefits in terms of delivering quality and value for money. To this end, annual efficiency improvements are required and performance is measured against a range of outcome-based performance measures.

An important component of the Partnership has been the establishment of the Joined Up Programme (JUP) for Highway and Property Schemes which has involved the development of an annual developed a planned programme of works, enabling better resource management for the contractor and better time and cost predictability for the Council. All three partners are closely involved in the setting up of the JUP each year, ensuring good communications and allowing the potential for working efficiency to be optimised. Whilst the development of the JUP has been challenging we are already beginning to see benefits from improving knowledge and understanding between the partners, joint pre-start site visits to agree scope of works, early contractor involvement and development of joint project teams (including members from each of the partners). An early indication of improvements in the quality of our delivery includes the reduction in the number of third party claims (regarding the state of the highway) which dropped from 177 in 2003/4 to 94 in 2004/5. Emergency planning officers have also praised us for our best practice approach to dealing with flooding which is coordinated across area delivery teams and through the Partnership.

10.3.2 A Corporate Commitment to Performance Management

The establishment of the Herefordshire Strategic Delivery Partnership helps us to minimise certain risks associated with delivering the LTP2 strategy such as availability of resources and expertise. However, we need to deal with the overall risk of not achieving our targets and ultimately outcomes which form the objectives for the LTP. We are not only concerned therefore that we are able to implement schemes but that these schemes are impacting on our indicators and helping work towards these objectives.

Identifying and Managing Risk

Herefordshire Council is determined to make the most of opportunities and has a comprehensive approach to identifying and managing the risks it faces. The main risks to particular services and major projects, and how the Council intends to manage them, are identified in the Corporate Plan. All risks are recorded and monitored by means of a corporate register. Details for 2006-07 will be included in the Annual Operating Plan and in directorate and service plans.

A number of risks have the potential to affect the Council as a whole and to have direct or indirect impacts on all its services. These are financial, reputation and in respect of its organisation, staff and systems. These categories of risk often overlap and interact one upon the other. Further details of the Council's corporate risk management strategy are available on request.

In terms of this Local Transport Plan, there are a number of risk factors that may affect our ability to meet our transport targets. We have identified the key risks and mitigating measures where appropriate. Risk factors can be divided into those that affect the implementation of the whole LTP programme and those that affect individual targets.

The risk factors that could affect the achievement of the whole LTP programme have consequences for all of our targets.

These are discussed below:

Insufficient capital monies to complete the programme outlined in LTP2. We aim to deliver our LTP2 programme within our Indicative Guideline budgets but if the figures decrease, we will lobby our Government Office for more money. If this is not successful we will need to review our targets accordingly.

Insufficient revenue budgets to support complementary measures to the capital programme. Because the objectives contained within the Local Transport Plan are so closely aligned with the Council's overarching objectives (and because transport objectives are included in all of the key service areas' key priorities), we have minimised the risk of a reduced revenue budget. If the Council is to work towards its overall vision, transport will have to be funded at least at the current level.

Economy slow down with reduced number of developments bringing forward monies for transport improvements through Section 106 agreements. If the economy slows down, demand for travel, and in particular car travel also decreases and this would offset any disbenefits, for example reduced funding for new road infrastructure would be offset by reduced congestion and hence the need for new schemes. We would, however, need to review our programme to take into account the changing needs and priorities that would result.

Public opposition to changes to the transport network.

Our Local Transport Plan contains a strategy, and its constituent parts, which has the broad support of the local community. In addition, we have already developed consultation mechanisms that seek to involve the public and key stakeholders in the development of schemes. This minimises the risk of schemes being rejected when they go out to consultation at the design stage.

Performance Management

Herefordshire Council is committed to performance management. One of the Council's organisational priorities is to 'embed corporate planning, performance management and project management systems so as to continue to drive up service standards and efficiency.' Herefordshire already has a corporate approach to performance management through the Performance Management Framework and Service Planning Guidance that have been produced. Further details of this process are available on request.

Integrated Performance reports to Corporate Management Board, Cabinet and Strategic Monitoring Committee are being produced according to the Performance Management Framework and the quality and timeliness of the information is being improved to achieve a consistent standard across the authority.

The Annual Operating Plan sets out the Council's performance against service targets. Performance towards milestone targets is identified along with risk mitigation and any remedial actions that need to be taken. The performance indicators and targets set out in this Plan at Section 10.6 have been incorporated within this corporate performance management framework and are consistent with targets which are set out in the Annual Operating Plan.

To help improve performance management and manage risk we have adopted the Prince 2 project management methodology for larger projects. A number of larger transport projects such as the Rotherwas Access Road, Roman Road Improvement and Park and Ride are already being managed using Prince 2 methodology. Key elements of this approach include the establishment of a Project Board to provide a strategic level overview. Regular reporting on transport schemes to the Project Board includes exception reports which enables the early identification of any problems relating to the delivery of the project.

Commitment to Efficiency Savings

The Government's Independent Review of Public Sector Efficiency, which was led by Sir Peter Gershon, has led to a challenging target for the public sector to achieve 2.5% efficiency a year over the period from 2004 to 2007/8 (the 2004 Spending Review period). We are addressing this target at a corporate level and through the performance management processes set up to deliver the Corporate Plan as outlined

above. Key considerations in seeking efficiencies are that these cannot be achieved by cutting expenditure but must focus on delivering the same standard of service for less. We are reviewing how delivery of transport improvements can contribute to the overall efficiency savings, however, we anticipate that the establishment of the Strategic Delivery Partnership (see below) will form the main focus of the contribution. The new contract has an inbuilt 1% per annum efficiency saving. Further details of how we will achieve the efficiency savings in relation to transport will be set out in the full LTP in March 2006.

10.4 The 5 Year LTP Programme

The five year LTP programme outlined in this section at table 10C (overleaf) has been based on the provisional Planning Guideline supplied by Government in December 2004 and detailed at table 10A on page 148. In line with Government guidance, the programme does not include additional funding which is sought through major schemes bids, transport innovation fund and exceptional scheme bids and other sources of funding. We have summarised the additional funding which we will be seeking to help deliver the LTP strategy over the next five years below.

10.5 Other Sources of Funding for Transport

10.5.1 Transport Innovation Fund - Hereford Transport Strategy

We indicated our interest in bidding for the Transport Innovation Fund in the Provisional LTP2. However, we chose not to submit a bid for the pump priming funding in the 2005 round to allow for further consideration of Government's clear desire to bring forward schemes, which included road pricing as a core element.

In November 2005 Government announced the first seven areas which will receive support funding to explore innovative ways to tackle local congestion as a further step towards longer term national decisions on road pricing. These local authorities along with Transport for London and Cardiff have been invited to form the Road Pricing Local Liaison Group which will be responsible for developing a consistent approach to road pricing, looking at technical standards, design and scheme appraisal.

Government has indicated that a further bidding round will take place in 2006 for the remaining pump priming funding which will provide over £10M for the development of additional schemes. Substantial funding is earmarked from 2008/9 onwards to implement selected schemes, leading to up to £2.5B investment in 2014/15. The Fund will offer substantial long term investment to enable local authorities to manage traffic capacity more efficiently and achieve better value for money.

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Table 10D: LTP2 5 Year Capital Programme

	2006/7	2007/8	2008/9	2009/10	2010/11
Behavioural Change Countywide					
Travel Awareness Campaign	35	35	35	35	35
Monitoring	40	40	40	40	40
Total	75	75	75	75	75
Hereford Transport Strategy					
Hereford Intelligent Transport System - Detailed Assessment (to develop Exceptional Scheme Bid)	100	25	0	0	0
Rotherwas Access Road (LTP Block contribution to Major Scheme)	500	500	500	0	0
Hereford Outer Distributor Road Stage 1 - development of A49 to A465 Link (LTP Block contribution to develop Major Scheme bid)	0	0	0	100	100
Christmas Park and Ride	20	20	15	15	15
Park and Ride A49 North Site	150	700	150	0	0
Park and Ride A49 South Site	0	0	0	200	300
Cycle Network & Parking	200	200	200	200	200
Accessible Bus Network	45	45	35	35	30
Hereford Rail Station Access Improvements	0	0	0	50	100
City Centre Pedestrianisation Enhancement	195	0	0	0	0
Other Pedestrian Access Improvements	75	75	75	75	50
Total	1285	1565	975	675	795
Rural Herefordshire Transport Strategy					
Rural Pedestrian and Disabled Access Improvements	20	20	20	20	20
Rural Footway Improvements	95	60	60	60	60
Rural Cycle Routes and Parking	200	200	200	150	150
Public transport minor improvements	60	55	55	45	45
Rural Rail Station Access Improvements	50	100	0	0	0
HGV projects	50	50	50	0	0
ROWIP Access Improvements	25	25	25	20	20
Accessibility Partnership Development	30	30	30	30	30
Total	530	540	440	325	325
Road Safety Strategy					
LPSA2G Safety Target Support Funding	216	216	0	0	0
Minor Safety Improvements	300	300	300	300	300
Traffic Calming	150	150	150	100	100
Speed Limits & Vehicle Activated Signs	60	60	60	60	60
Safer Routes to School and School 20mph Zones	385	380	300	300	300
School Travel Plan Support	25	25	25	25	25
Total	920	915	835	785	785
Integrated Transport Staff Contribution	301	301	301	301	301
Integrated Transport Block Total	3111	3396	2626	2161	2281
Maintaining the Transport Network					
LTP Funded Capital Highway Maintenance	6439	6144	7246	8051	8277
ROWIP Access Improvements	25	25	25	25	25
Bridgeworks (LTP)	900	700	700	700	700
Maintenance Total	7364	6869	7971	8776	9002
LTP Total*	10475	10265	10597	10937	11283
LTP Programme Including LPSA2G Funding	10691	10481	10597	10937	11283

All figures £000s

We will study the development of the pilot projects and will seek to learn from best practice as this develops through the Road Pricing Liaison Group and the individual projects. We will aim to establish if proposals being developed for Shrewsbury, Durham and Cambridge could be suitable for Hereford City as it is felt that of the seven pilot areas these offer the closest comparison with Hereford and its surrounding area.

We will also review how road pricing and other demand management mechanisms could be delivered in tandem with proposals for the Hereford Intelligent Transport System. We intend to continue with our programme to develop an exceptional scheme bid for HITS for submission to Government in July 2007 and will consider if the emerging details of this bid will enable us to bid for TIF pump priming funding in the 2006 round.

10.5.2 Exceptional Scheme Bid - Hereford Intelligent Transport System

We see the development of the Hereford Intelligent Transport System as forming a core component of our strategy to tackle congestion and improve air quality in Hereford. We also feel that Hereford ITS fits with the objectives set out for the development of the Edgar Street Grid, which include the management of access by car and improvement in quality, and convenience of alternative modes of transport to the car.

We have already carried out a high level study to assess the potential benefits of the development of Hereford ITS and during the first year of LTP2, we intend to undertake a detailed assessment with a view to developing a system that will provide:

- Urban traffic control;
- Bus priority;
- Traffic and traveller information; and
- Car park guidance.

However, we will not be able to deliver Hereford ITS on our own. The system must be compatible with the needs of several partner organisations including the Highways Agency, bus operators and the emergency services and it must also help deliver the objectives for the development of the Edgar Street Grid area. Therefore, our detailed assessment will be conducted in partnership with these organisations and with regard to the development of the Edgar Street Grid. We will explore securing contributions from partners and through the Edgar Street development as part of the assessment and subsequent programming of Hereford ITS.

The set up costs for Hereford ITS and its subsequent maintenance will be expensive and therefore, subject to the outcome of the detailed assessment and cost estimate,

anticipate that we may need to make a bid for Exceptional Scheme funding. DfT guidance indicates that authorities may submit Exceptional scheme bids through Annual Progress Reports for demonstration or pilot projects which:

- Cost less than £5M;
- Meet a local transport need; and
- Provide the best value for money solution to meet that need.

As a Centre of Excellence for Local Transport Delivery, we believe Hereford ITS would provide an exciting demonstration project of how technological solutions delivered through local partnership can help tackle congestion problems in smaller historic urban settlements.

Subject to the outcome of the detailed assessment and discussions with the Government Office for the West Midlands, we will aim to submit an exceptional scheme bid in July 2007 and anticipate that this will seek funding of around £4M for the period 2008/9 to 2009/10 to implement the proposal in full.

We have a successful track record in securing additional funding for transport improvements from sources other than LTP and also invest our own revenue and capital funding in projects to provide better access.

However, we are concerned that a number of sources of funding which have proved important in helping us improve access for our extensive rural areas during the first LTP have ended or are shortly due to finish. This includes funding from the Countryside Agency which has helped support the Herefordshire Rural Transport Partnership and rural bus services, Urban and Rural Bus Challenge which we have secured towards demand responsive bus services and uncertainty over the future of the Rural Bus Subsidy Grant (beyond 2007/8) which has enabled us to extend existing and establish new rural bus services. We have also secured European Regional Development Fund Objective 2 funding towards rural sustainable transport improvements and this has provided match funding for £1.6M worth of transport improvements up to 2005/6.

10.5.3 Council Revenue and Capital Programmes

In addition to the LTP capital programme the Council also allocates substantial revenue funding for transport each year. Table 9C provides an overview of the significant sums allocated for public transport and highway maintenance, with the expenditure budget for 2005/6 as an indication of possible investment over the LTP2 period. If we are able to continue at this level over the next five years this should secure around £35M in addition to our LTP funding for transport resulting in a combined programme of over £90M (based on the provisional planning guideline).

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We also provide additional funding for individual capital schemes for which there is no specific or alternative funding. These schemes are prioritised at a corporate level through the Scheme Selection and Prioritisation (SSP) process. Funding for these schemes is through unsupported Prudential Borrowing and in 2005/6 we have identified £2M towards the refurbishment of the pedestrianised area in Hereford City Centre.

Figure 10B: Indicative Funding for Transport for 2006/7 to 2010/11

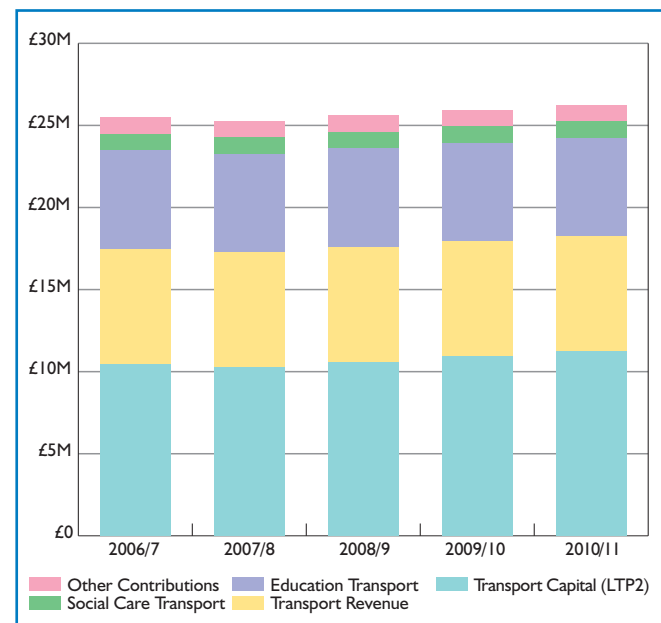


Table 10E: Transport Revenue Expenditure for 2005/6

	2005/6 Expenditure
Transport Provision	
Public Transport	945
Concessionary Fares	310
Road Safety & School Crossing Patrols	52
Total	1,307
Maintenance	
Road Maintenance	2,768
Drainage And Flood Alleviation	140
Winter Maintenance	562
Bridgework	67
Street Lighting	791
Shopmobility	53
Public Rights Of Way	223
Public Conveniences	254
Highways Cleansing	846
Total	5,704
Overall Total	7,011

All figures £000s

Local Public Service Agreement 2

We are currently negotiating the Local Public Service Agreement 2 with Government and have set out details for improving two transport related outcomes - 'Safer Roads' and 'A Cleaner Environment'. In order to meet the proposed LPSA2 stretch targets for these outcomes we have identified pump priming funding. Key activities which the pump priming funding will enable us to undertake to make even better progress include:

Safer Roads:

- ◆ closer working with the Highways Agency to tackle trunk road accidents;
- ◆ greater use of; the introduction of more flexible and reactive accident reduction techniques (e.g. portable signage);
- ◆ further training of Herefordshire's road users, targeting needs identified through existing Local Transport Plan programmes; and
- ◆ promotion and Theatre in Education targeting pre-driver groups

A Cleaner Environment:

- ◆ Employ a StreetScene Promotions Officer, tasked with enhancing, implementing and coordinating the StreetScene Promotion & Training Strategy (currently under development using existing resources). To focus on the development of the existing community networking and partnerships;
- ◆ Run enhanced promotional campaigns to follow up on the 'launch' of StreetScene and inform the public of achievements, issues and the next steps.
- ◆ Supply of cleansing 'kits' to voluntary and community groups, building on Herefordshire's Parish Lengthsman scheme;
- ◆ Cross agency conferencing, training and awareness workshops on the Operational, Promotional and Enforcement aspects of StreetScene;
- ◆ 'Deep cleanses' of target areas to make a step change in their baseline condition and provide a base for a sustained improvement; and
- ◆ Run additional targeted enforcement days alongside partners in support of promotional activities.



10.5.5 Developer Funding and Planning Obligations

New developments have a direct and indirect impact on the transport system in the County and should contribute towards the cost of all, or that part of, additional infrastructure provision which would not have been necessary but for their development. We have already developed a good track record in securing appropriate contributions for transport improvements from a range of development types including residential, retail and other commercial uses.

The Council is currently developing a Supplementary Planning Document on Planning Obligations, in order to provide a more robust procedure for the negotiation of planning obligations for a wide range of improvements including affordable housing, accessibility and transport, community and education facilities. This SPD will be fully in accordance with Government guidance and will take into account the guidance provided in Circular 05/2005 Planning Obligations.

In line with the Government guidance and as a further development of the work on the SPD we will develop a formula to provide a quantitative indication of the level of contribution which we are likely to seek through planning obligation towards the provision of infrastructure for the improvement of access relating to a proposed development. It is important that the formula links closely with the improvement of the transport network and improved accessibility set out in this Local Transport Plan strategy. This will provide a transparent link between the impact of the development in terms of the additional trip generation, its location and how it will benefit from proposals set out in this plan. The formula will enable us to provide developers with an indicative guide as to the level of contributions we are likely to require towards:

- sustainable transport infrastructure improvements;
- support for travel plans required as a result of a development proposal;
- contributions to conventional public transport services and demand responsive and community transport services; and
- contributions towards Streetscene improvements which may be required as a result of additional development.

10.5.6 Advantage West Midlands - Development of the Herefordshire Access to Services Partnership

It is important to note that funding for Rural Transport Partnerships ceases at the end of March 2006. Responsibility for funding has now transferred from the Countryside Agency to Advantage West Midlands (the West Midlands' Regional Development Agency). We have been working closely with AWM to help develop a project which meets their objectives in terms of economic outputs and helps tackle local accessibility issues, building on the best work developed through the Rural

Transport Partnership. AWM commissioned a study in autumn 2005 to help identify the strengths and best practice established through the work of RTPs and the Council played an important role in guiding the study through representation a steering group. This has proved to be valuable work as AWM has announced that it intends to fund Rural Access to Service Partnerships for the period 2006/7 to 2008/9. After having submitted an initial outline project proposal we have received an indication from AWM that the Herefordshire Access to Services Partnership could receive up to £785k funding support for the project over the period. Further details about the development of the Partnership and future project proposals are set out in Section 4.

10.5.7 European Funding European Regional Development Fund

We secured substantial match funding from the European Regional Development Fund Objective 2 towards the £1.6M Market Towns Sustainable Transport Improvements Project during the LTPI period and will seek to develop further joint funded programmes when the European programme for 2007 to 2013 is finalised.



European funding was provided to upgrade the Country Bus Station in Hereford

10.5.8 KickStart

We are currently working in partnership with local bus operators to identify and develop proposals for KickStart funding in line with DfT guidance. We will aim to submit a bid for the next round of KickStart and will report further on this in future progress reports.

10.6 Performance Indicators and Targets

10.6.1 Introduction

Herefordshire Council has developed a set of 22 clearly defined, outcome focused, performance indicators. The indicators that have been chosen will enable us to track our progress towards the achievement of our Local Transport Plan objectives. Targets have been set for each indicator with milestones, as set out in the Government's guidance. Detailed information on each indicator and target is provided in the

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Technical Annex. We think that all of our targets are both ambitious but realistic, bearing in mind the planning guideline for the funding that we are likely to receive. Since the draft LTP2 was written, we have discovered that we will be receiving less funding through the planning guideline than we had anticipated. We have decided to keep the targets the same, hence adding an additional challenge to our programme.

We will report our performance through 'Annual Progress Reports' which will be submitted to the Department for Transport. The reports will also be available to our partners and the general public, through our website and other avenues.

10.6.2 The Indicators

The Government has set out a number of 'mandatory indicators' that we have to set targets for, and measure progress, against. These comprise 9 Best Value Indicators and 8 other Local Transport Plan indicators:

- ◆ BVPI223 Principal Road Condition;
- ◆ BVPI224a Non-Principal Classified Road Condition;
- ◆ BVPI224b Unclassified Road Condition;
- ◆ BVPI99 (x) Total killed and seriously injured casualties;
- ◆ BVPI99 (y) Child killed and seriously injured casualties;
- ◆ BVPI99 (z) Total slight casualties;
- ◆ BVPI102 Public transport patronage;
- ◆ BVPI104 Bus satisfaction (all residents); and
- ◆ BVPI187 Footway condition

And 8 Local Transport Plan indicators:

- ◆ LTP1: An accessibility target;
- ◆ LTP2: Change in area wide road traffic mileage (LTP2a - Hereford City, LTP2b - Rural Principal Roads);
- ◆ LTP3: Cycling trips (annualised index);
- ◆ LTP4: Mode share of journeys to school;
- ◆ LTP5: A bus punctuality indicator;
- ◆ LTP6: Changes in peak period traffic flows to urban centres - (Not applicable to Herefordshire);
- ◆ LTP7: Congestion (vehicle delay) - (Not applicable to Herefordshire but local target set); and
- ◆ LTP8: An air quality target - (Optional and applicable to Herefordshire due to designated AQMAs)

Herefordshire has set targets against all of the indicators required by the DfT. Whilst the DfT's Indicator LTP7 (congestion) is not mandatory for Hereford (it is only required for urban/ metropolitan areas with populations over 250,000) we have decided to set a local congestion target (HLI1) as tackling congestion has been identified as the top priority for the local community and we have established an evidence base for its detrimental impact on the City in terms of its future growth in line with the Regional Spatial Strategy (set out in Section 5). It will also provide us with further evidence in terms of delivery of the Air Quality Action Plan to help improve air quality in the A49 AQMA. We feel that this target is also important in terms of our intentions to pursue Exceptional Scheme funding for the Hereford Intelligent Transport System as it provides a strong justification for its need and will assist in monitoring the impacts of the proposal if supported by Government.

The mandatory indicators do not cover all of the major aspects of our transport strategy so we have developed a number of local indicators to plug the gaps and to fulfil our obligations for the regional spatial strategy's monitoring regime:

- ◆ HLI1: Local congestion indicator (vehicle delay) for Hereford City
- ◆ HLI2: Rail patronage
- ◆ HLI3: Walking trips
- ◆ HLI4: Workforce (Hereford City) covered by travel plans
- ◆ HLI5: Bus satisfaction (bus users)

10.6.3 Choice of Indicators

We have deliberately kept the number of indicators to the minimum necessary to track the progress of our strategy. Not only does this make monitoring more straight forward but it also means that the money that might have gone into a more complex regime can be directed towards scheme implementation hence enabling us to deliver more within the funding available.

All of Herefordshire's indicators reflect one or more of the Local Transport Plan's objectives (shown in table 10F below) and one or more of the Government's shared priorities. Targets have been set for each one. They will enable us to see how the schemes that we are implementing are helping to bring about key outcomes (in line with the latest Department for Transport guidance).

Where possible (and appropriate), we have chosen indicators that were used for the first Local Transport Plan. This means that we have a longer time period to track progress over and greater opportunities to see trends emerging and compare different approaches in terms of results.

The rationale behind the choice of each individual indicators is contained in the Technical Annex.

10.6.4 Review of Indicators and Targets

During preparation of the final LTP2, a review has been undertaken of indicators to ensure that, wherever possible, there is commonality between our indicators and those of

other authorities within the West Midlands region and further a field (we have ensured that indicators and targets are expressed and measured in such a way as to be easily compared with as many other local authorities as possible). This will make it easier for us, and others, to measure our progress against other authorities and towards wider targets.

Table 10F: How the LTP Indicators Reflect Local Outcomes and Shared Priorities

LTP2 Objective/s of most relevance	Indicator	DfT reference	Shared priority
	Mandatory Indicators:		
To maintain assets well	Principal Road Condition	BVPI223	C, A, AQ, RS
To maintain assets well	Non-Principal Classified Road Condition	BVPI224a	C, A, AQ, RS
To maintain assets well	Unclassified Road Condition	BVPI224b	C, A, AQ, RS
To maintain assets well	Footway condition	BVPI187	C, A, AQ, RS
To improve safety	Total killed and seriously injured casualties	BVPI99(x)	RS, A
To improve safety	Child killed and seriously injured casualties	BVPI99(y)	RS, A
To improve safety	Total slight casualties	BVPI99(z)	RS, A
To increase use of sustainable modes	Public transport patronage	BVPI102	C, A, AQ
To increase use of sustainable modes	Bus satisfaction (for all residents)	BVPI104	C, A, AQ
To improve access to jobs and services	Access to major centres (rural households without a car)	LTP1	A, AQ, RS
To reduce congestion and safeguard the environment	Change in area wide road traffic mileage (Hereford)	LTP2a	C, A, AQ
To reduce congestion and safeguard the environment	Change in area wide road traffic mileage (rural area)	LTP2b	C, A, AQ
To increase use of sustainable modes	Cycling trips	LTP3	C, A, AQ, RS
To increase use of sustainable modes	Mode share of journeys to school	LTP3	C, A, AQ, RS
To increase use of sustainable modes	Bus punctuality	LTP5	C, A, AQ
To safeguard the environment	Change in pollutant concentrations in Hereford AQMA	LTP8	AQ
To safeguard the environment	Change in pollutant concentrations in Leominster AQMA	LTP8	AQ
	Local/Regional Indicators		
To reduce congestion and support and enable economic development	Local congestion indicator (vehicle delay) for Hereford City	HLI1	C, A, AQ
To increase use of sustainable modes	Rail patronage	HLI2	C, A, AQ
To increase use of sustainable modes	Number of walking trips	HLI3	C, A, AQ, RS
To improve access to jobs and services	% of workforce (Hereford City) covered by travel plan	HLI4	C, A, AQ, RS
To increase use of sustainable modes	Bus satisfaction (bus users)	HLI5	C, A, AQ

NB for shared priorities C=Congestion, A=Accessibility, AQ= Air Quality and RS= Road Safety

Table 10G: LTP Indicators and Targets

	Indicator	Target
	Mandatory Indicators:	
BVPI223	Principal Road Condition (% of network in need of further investigation)	5% (by 2010/11)
BVPI224a	Non-Principal Classified Road Condition	Target to be developed 2006/7 in accordance with Government instruction
BVPI224b	Unclassified Road Condition (% of network in need of further investigation)	16% (by 2010/11)
BVPI187	Footway condition (% of footway where structural maintenance should be considered)	20% (by 2010/11)
BVPI99(x)	Total killed and seriously injured casualties	30% reduction from 2001/4 base by 2010 (57% reduction from 1994/8 base)
BVPI99(y)	Child killed and seriously injured casualties	50% reduction from 1994/8 base by 2010
BVPI99(z)	Total slight casualties	10% reduction from 2003/4 base by 2010
BVPI102	Public transport patronage	1% increase in passenger trips/year by 2010/11 (compared with 2003/4 base)
BVPI104	Bus satisfaction (for all residents)	52% by 2009/10
LTP1	Access to major centres (rural households without a car)	72% maintained to 2010
LTP2a	Change in area wide road traffic mileage (Hereford)	Restrain to 1% per year
LTP2b	Change in area wide road traffic mileage (rural area)	Restrain to 1% per year
LTP3	Cycling trips	18% increase by 2010/11 (from 2003/4 base)
LTP4	Mode share of journeys to school	Data to be supplied by Government
LTP5	Bus punctuality	85% by 2010/11
LTP8	Change in pollutant concentrations in Hereford AQMA	NO ₂ ▼ 40mg/m ₃ by 2010/11
LTP8	Change in pollutant concentrations in Leominster AQMA	NO ₂ ▼ 40mg/m ₃ by 2010/11
	Local/Regional Indicators	
HLI1	Local congestion indicator (vehicle delay) for Hereford City	0% increase in congestion levels by 2010/11 (from 2003/4 base)
HLI2	Rail patronage	15% increase by 2010/11 (from 2003/4 base)
HLI3	Number of walking trips	10% increase by 2010/11 (from 2003/4 base)
HLI4	% of workforce (Hereford City) covered by travel plan	35% coverage by 2010/11
HLI5	Bus satisfaction (bus users)	65% by 2009/10

The performance indicator database on the Local Transport Planning Network website has been used for this purpose. This piece of work has also enabled us to see how challenging our targets are compared with other authorities. We have found that our targets compare favourably with those set out in other authorities' LTP2s except for bus satisfaction improvements which appears low. During LTP1 Herefordshire made better progress than most other authorities in this area achieving an improvement of 14% in satisfaction. As a result bus satisfaction is now high - we are in the top quartile of local authorities for this indicator. To achieve further improvements in bus satisfaction will, therefore be more difficult than for other authorities who are starting from a lower base.

10.6.5 The Targets

A full list of targets is outlined opposite in table 10G. The Technical Annex contains detailed information for each individual target including:

- Evidence that target is ambitious and achievable;
- Key actions of local partners needed to achieve it; and
- Principal risks to the achievement of target and how this will be managed.

10.6.6 Stretched Targets

Through a review of the progress made during LTP1 we have set targets in LTP2 that are challenging within the limitations of likely funding levels and contributions from other sources. In addition we have stretched a number of targets to add an additional level of challenge. These are:

- Bus Patronage;
- Cycling Trips;
- Mode Share of Journeys to School;
- Killed and Seriously Injured Casualties; and
- Slight Casualties.



The improved Ledbury Town Trail