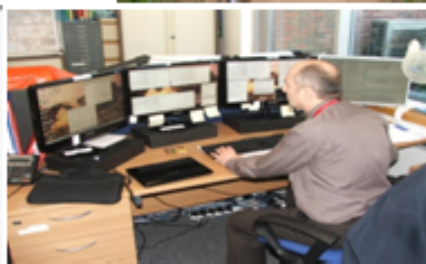


Highways and Transport Service Plan 2014/15



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Welcome

Our aim:

To ensure that the transport system and highway network helps Slough to sustain its economic competitiveness and retain its position as an economic hub of the South East and meet the needs of its customers. By ensuring a well maintained highway network and reducing congestion there will be an improvement in the efficiency of businesses by reducing journey times and improving journey time reliability. Greater use of sustainable modes by employees will also raise productivity whilst a less car-dominated urban environment will make Slough an even more attractive place to invest. By improving access to employment and training, our residents will be better placed to fill local jobs whilst better access to our town centre will support retailer business.

To support and facilitate the development of business, new housing and school places in accordance with the Local Development Framework (LDF). Congestion and maintenance on our road network is a key concern both to businesses and residents. Pressure on our road capacity is inhibiting Slough's ability to grow, both in terms of residents and employment. We will seek to remove barriers to development by providing much-needed 'travel capacity' by making alternatives to the car more attractive and by freeing-up valuable road capacity for vital car-based journeys.

We will achieve this by maintaining and improving the Borough's highways and transport infrastructure, using best practice in asset management, supporting public transport services, promoting safe and sustainable travel and ensuring that new development is properly integrated into the transport system. All this is to be achieved in a way that is both responsive to our customers and provides best value for the public funds invested.

Our organisation and staff

The service is provided by the Highways Engineering Division delivered by 28.0 FTE employees and Transport Division delivered by 21.5 FTE employees. We work with a range of external partners including Amey Highway Contractors, Atkins (through a Professional Services Framework Contract), other local authorities, Thames Water, the Environment Agency, local bus and taxi companies, voluntary and community groups and the business community to help deliver a well maintained highway network and effective transport system for Slough.

Executive Summary

During 2013/14 we have continued to deliver high quality services that ensured our highway network and transport services in Slough remain amongst the best in the country. In the following section, you will find details of our priorities, the progress we have made so far and how we are planning to tackle the challenges that remain.

Our current priorities have been developed to ensure we deliver our commitments in the Joint Wellbeing Strategy (JWS), Local Area Agreement (LAA), third Local Transport Plan (LTP3), Highway Asset Management Plan and various Flood Management Plans. We are now entering into the fourth year of LTP3 which is a strategic, high level, 15 year document, setting out the key highway and transport infrastructure and transportation challenges for Slough and how we propose to address them. It contains several Supplementary Documents (SD), each of which contain a three to five year vision and look more closely at specific challenges we face. Each SD contains a 1 year Action Plan.

We aim to achieve a highway network and transport system for Slough which meets our community's requirements for access and economic development in a way which seeks continuous improvement in sustainability and people's quality of life. Our biggest challenge in years to come will be identifying how we can continue to provide a highway network and transport system that continues to be effective in the light of an increasing population and future economic growth, but with a reducing budget. As a result of the economic challenges facing the country, local authorities across the country will face cuts in public spending over the next few years.

Slough Borough Council has to make very significant savings over the next four years. As part of this, the Highway and Transport Services will be looking to reduce their budget where they can, through a combination of efficiency savings and possible service reductions. We are also facing uncertainty over our capital funding allocation from the government but are anticipating that there is likely to be a significant change in the way it is calculated. Early indications from the DfT are that the formulae for calculating allocations will change to take into account improvements made over a range of activities. This change could mean a significant reduction in grant to support our Local Transport Plan although through our Highway Asset Management Plan we will ensure our data and inventories are well maintained which could be critical to maximise any opportunities that arise from these DfT funding changes.

Pressures on Council budgets will be compounded further because very limited resources will be available corporately through the generation of capital receipts. Our transformational change programme is driving our work to achieve these challenging targets by reviewing the way our services are provided and seeking to make them as efficient as possible.

In 2013/14:

- Following the successful Local Sustainable Transport Fund (LSTF) bid in 2012 we have delivered a number of projects including:
 - The roll out of two CCTV enforcement vehicles for protecting school "Keep Clear" and vulnerable locations
 - The first Bike Hire scheme in the south east outside of London

- New signalised crossings for residents near leisure facilities
- Major improvements have also been made with many of the schools and businesses to assist with travel planning and providing sustainable alternatives to the private car.
- We have continued to build on improvements to the road network by installing over the past year Split Cycle Offset Optimisation Technique (SCOOT) on two further corridors and we are currently implementing changes at eight further junctions, five of which will include Microprocessor Optimised Vehicle Actuation (MOVA) to improve bus journey time reliability. This has been funded primarily through the Better Bus Fund (BBAF).
- Further traffic management schemes were also delivered and this will continue to be the focus of our approach to reducing congestion in Slough. Congestion and rush hour journey times have reduced in 2013/14, however, there is still plenty of work to be done.
- We also provided people with genuine alternatives to the car by improving bus services, walking and cycling routes and are successfully working with schools to reduce car usage on the 'school run'. Our work on 'personalised travel planning' will continue to develop in 2014/15.
- We worked to contribute to other key priorities such as improving health and reducing road traffic collisions. The number of people killed and injured on our roads is also reducing and we are confident that our approach of using accident data to target high risk areas is driving this education.

Ensuring Slough residents can access the services they need, such as work, education and health services continues to be a priority for us. We are also looking to provide highly targeted schemes such as; innovative ways for young people to gain access to employment sites; filling the gaps in our public transport network by utilising the "3rd Sector".

- The work we have undertaken from our Highway Asset Management Plan and central government bids has enabled us to:
 - Obtain DfT grants to allow increased level of highway maintenance and pothole repairs
 - Obtain a DEFRA grant to raise flood awareness in the community
 - Trials and use of new technologies and materials in highway maintenance to improve cyclic maintenance regimes of maintaining the highway network looking at whole life costing

Our priorities

Priority 1: Delivering our long term transport plan (Local Transport Plan 3)

[Council Priority – Economy and Skills; Safer Communities; Regeneration and Environment; Housing; Health and Wellbeing]

We want to:

Ensure that Slough Borough Council is best placed to enable the objectives of the Joint Wellbeing Strategy (JWS) and the Local Area Agreement (LAA) to be met, through support of the economy, management of traffic congestion, making our roads safer and continuing to provide residents with access to essential services.

2013/14:

- Our third Local Transport Plan (LTP3) was adopted by the Council in 2012/13 and this has been based around the Government's five DaSTS (Delivering a Sustainable Transport System) goals which are:
 - supporting economic growth
 - promoting greater equality of opportunity
 - contributing to better safety, security and health
 - reducing emissions of carbon dioxide and other greenhouse gases
 - improving quality of life

These goals highlight the role of transport in helping deliver a wide range of outcomes, the key principle on which Slough's LTP3 is based.

- Through a number of multi-agency groups we have continued to develop a co-ordinated approach to transport planning in support of the Local Area Agreement (LAA) and Local Enterprise Partnership (LEP).
- Working with the other Berkshire Authorities through the Berkshire Strategic Transport Forum (BSTF) we have cemented our position as a major player to provide economic development in Berkshire. The Strategic Economic Plan (SEP) and Local Transport Board (LTB) have in conjunction with the LEP, given Slough the opportunity to bid for major schemes such as the Slough Mass Rapid Transit (SMaRT) and Copthorne Roundabout schemes.
- Slough will continue to deliver with the local bus operator supported bus services through the Bus Service Operators Grant (BSOG) which was awarded in the last quarter of 2013/14.
- We have delivered the first Bike Hire scheme in the south east (outside of London) with 60 bikes and 4 docking stations. Over 200 business users and residents registered in the first four weeks funded from the LSTF.

In 2014/15 we will:

- Continue to submit high quality bids for funding for future funding streams such as the Community Infrastructure Levy (CIL), Regional Growth Fund (RGF) and Pinch-point Fund.
- Develop our proposals for the Slough Mass Rapid Transit (SMaRT) for the A4 corridor.

- Continue to implement signal upgrades at critical junctions along the A4, A355 and A332 to reduce congestion and journey times.
- Expand the Borough's cycle hire scheme.
- Continue to provide the additional benefits of 24/7 365 concessionary fares.
- Deliver a new Bike Hub near the main station to enable alternate travel choices.

Priority 2: Ensuring we have strategies to meet projected infrastructure requirements for future housing, economic development and population growth [Council Priority – Economy and Skills; Regeneration and Environment; Housing]

We want to:

Enable the department to inform proposals and be prepared for the challenges any future housing, economic development and population growth would present.

In 2013/14 we:

- Implemented the first Pavement Parking scheme to control the growing use of pavements as parking places and return the pavements to pedestrians.
- Continued to work in partnership with Sustrans to offering the Bike It project to all primary and secondary schools in the Borough for the 5th year and also to provide funding for scooters, equipment, training and a staff resource.
- Delivered 800 Bikeability training spaces for all schools in the Borough.
- Offered travel planning to all schools in the Borough.
- Provided transport comments on all major planning applications in the Borough together with advice on compiling appropriate Section 106 Agreements.
- Implemented improvements to help people walk or cycle via upgrades to the Cinder Track and A4 shared routes.
- Provided 12 further bus stop locations with Real Time information to improve access to and awareness of bus services.
- Implemented the Urban Traffic Management Control (UTMC) across the Borough, enabling us to develop and deploy strategies across the network to deal with planned and unplanned incidents.
- Delivered the front facing web page for “Live” travel information in and around Slough.
- Delivered the junction improvement at the A332 Windsor Road/A412 Albert Street junction improving capacity, the ability to control traffic and upgraded pedestrian and cyclist crossing facilities.
- Delivered Element 1 and 2 of the Better Bus Area Fund (BBAF) – A355 Farnham Road bus lane/SCOOT/signal junction improvements.
- Delivered Element 4 of the BBAF – Widening of the A4 from M4 junction 5 to Sutton Lane junction with the abolition of 2 bus stop laybys.

In 2014/15 we will:

- Implement additional travel planning elements identified in our Local Sustainable Transport Fund (LSTF).
 - Continue to build on the successes in the personalised travel planning offer.
 - Implement the East-West cycle/walking route.
 - Continue roll-out of “Liftshare”.
- Deliver bus journey time improvements to the A332 Windsor Road corridor.
- Complete A4 London Road (Langley area) traffic signal upgrades including bus priority as part of the BBAF.
- Implement the first stage of the Community Transport solution for the Borough by consolidating the council’s fleet, reducing the amount of single occupancy journeys and reducing our carbon footprint.
- Improving access to facilities (work, health, shopping and education) and leisure facilities (especially for young people) particularly where analysis shows the greatest levels of social deprivation.
 - Ensure that at least 95% of households are within 30 minutes of the town centre, or community hub, by public transport, walking and cycling.
 - Ensure that at least 95% of the population have access to employment by public transport, walking and cycling.
 - Increase bus passenger journey numbers.
- Maintain coverage of at least a half-hourly bus network at 95% across the Borough as a whole 7am – 7pm and at least hourly at other times – RE-PHRASE TO MAKE CLEARER.
- Continue with the good work already achieved under the travel plan for Slough Borough Council staff.
- Further investigate travel patterns and habits to support travel planning, including working in partnership with SEGRO to develop a new approach to personalised travel planning through delivery of a pilot on Slough Trading Estate.
- Deliver marketing and publicity to inform Slough residents of the transport services available.
- Engage and consult the Disabled Access Forum on our approach to travel planning and associated work.
- To control parking around significant travel generators (such as schools, hospitals, rail stations) to help protect the local environment from inconsiderate commuter parking and to promote more sustainable modes of travel.
- To roll out the pavement parking scheme across the borough and build upon the successes of the trial scheme.

Priority 3: Tackling congestion and improving air quality

[Council Priority – Economy and Skills; Regeneration and Environment; Housing; Health and Wellbeing]

We want to:

Tackle congestion by increasing the use of public transport to offer a genuine alternative to the car and improving air quality, in the traffic related air quality management areas, particularly through using improved bus services as a means to reduce overall traffic levels.

Thereby;

- Limit growth in journey time.
- Reduce percentage of children travelling to school by car.
- Increase bus passenger journeys.
- Increase bus services running on time.
- Reduce the impact of traffic through local communities, near schools and within town centres by reducing vehicle speeds and in exceptional cases re-routing traffic.
- Reduce vehicle speeds across all speed reduction schemes.

In 2013/14:

- We delivered two new CCTV enforcement vehicles to reduce congestion at key locations and to provide a safer environment outside schools. We also designed and implemented two SCOOT regions for the entire length of the Farnham Road and Stoke Road.
- Our scheme to improve safety and reduce congestion at the Huntercombe roundabout was completed on schedule and in time for the Olympic rowing events at Dorney Lake.
- A new workplace travel plan website was agreed and developed. The website will assist companies to create green travel plans, reduce unnecessary car journeys and help individuals plan journeys. The Website will be fully launched in early 2013/14.
- Completed the permanent works for the traffic scheme in Chalvey.
- Implemented the permanent works following a programme of experimental Traffic Regulation Orders to support changes in driver behaviour and/or relieve congestion at; A4 Bath Road/Galvin Road & service roads; Chalvey; and Northampton Avenue.
 - We implemented junction improvements to increase traffic flow at the following locations.
 - A4/A355 3 Tuns junction (the busiest junction in Berkshire).
 - A332 Windsor Road/A412 Albert Street.
 - Stoke Poges Lane/Elliman Avenue.
 - A4 London Road/B470 High Street, Langley.
 - Pedestrian and traffic improvements at Stoke Poges Lane/Elliman Ave and A4/Twinches Lane.
 - A4 / M4 Junction 5 to Sutton Lane pinch point.
- Continued with the successful use of mobile Vehicle Activated Signs (VAS) across the Borough as part of a new initiative which allows communities to suggest where speed related issues may be addressed by the deployment of mobile VAS. These mobile signs display a warning to remind motorists to drive at appropriate speeds, but by being smaller and mobile their use is not tied to one location.

- Implemented the first experimental scheme for a Pavement Parking trial in the Central Ward.
- Submitted our findings on the Air Quality Management bid to Defra.
- Continued to analyse the work of the Quality Bus Partnership to develop our approach to improve bus punctuality.
- Rolled out 15 stops with real time information units in the Langley and Cippenham area.

In 2014/15 we will:

- Continue to work to reduce congestion in Slough including deliver junction improvements at the following locations.

- | | |
|---|--|
| <ul style="list-style-type: none"> ■ A355/Cippenham Lane (Cophorne roundabout) ■ A4 Bath Road/Huntercombe Lane ■ A4 Wellington Street/Tesco access road ■ A4 London Road/Langley Road | <ul style="list-style-type: none"> ■ A332 Windsor Road/Ragstone Road ■ A4 London Road/Upton Court Road ■ A332 Windsor Road/Herschel Street ■ Parlaunt Road/Sutton Lane |
|---|--|

- Continue to implement UTMC controls and strategies and allow public access to the information via the internet to the “Emerge” system.
- Review ticketing options to encourage greater use of public transport.
- Work with our partners to deliver live ‘next bus’ information direct to mobile phones.
- Identify options to relieve environmental problems associated with traffic in Burnham Lane by autumn 2014.
- Carry out a town centre car parking review.
- Carry out a review of taxi rank provision across the Borough.
- Review our approach to Air Quality Management based on evidence and data monitoring supplied via our successful bid to the DfT.
- Implement the permanent works for the Pavement Parking scheme in the Central ward. Roll out the second phase of the Pavement Parking scheme in the Wexham ward.
- Complete designs and tender for the Slough Mass Rapid Transit (SMaRT), A355 improvement scheme and A332 widening.
- Relieve congestion and improve accessibility (especially for HGV’s) by implementing parking restrictions in the Slough Trading Estate to displace obstructive parking.

Priority 4: Reducing road casualties [Council Priority – Safer Communities; Health and Wellbeing]

We want to:

Reduce the number of people killed or seriously injured, reduce the number of children killed or seriously injured and reduce the number of slight injuries on our roads; through local safety schemes and speed management activities as well as improving the way we manage and undertake Education, Training and Publicity (ETP).

In 2013/14:

- Casualties have seen a slight increase following a steady downward trend but measures that have been introduced in the year will start to have an impact soon. Provisional figures available for 2013 indicate that the number of people killed and seriously injured has slightly risen, from 42 to 52. Road fatalities often happen at locations where there is no history of accidents occurring, making it difficult to identify preventative road improvements. Changing driver behaviour can make a huge difference, and much of our work is concentrated on doing this.

2012	Fatal	Serious	KSI	Slight	Total
Collisions	2	40	42	374	416
Casualties	2	40	42	540	582
Child Casualties	0	8	8	58	66

2013	Fatal	Serious	KSI	Slight	Total	Change from 2012
Collisions	3	46	49	349	398	-4.3%
Casualties	3	49	52	526	578	-0.7%
Child Casualties	0	6	6	59	65	-1.5%

- Overall the trend in casualties and collisions is still downward. However, the rise in child casualty numbers remains a concern and will form the focus of our Road Safety programme going forward.
- Safer Roads Slough (SRS) brings together local agencies working to reduce the number of road casualties within Slough. Through participation in the SRS we have:
 - Continued to manage the Safety Camera partnership which has helped to significantly reduce accidents at recognised accident hot spots.
 - Operated Driver Education/Diversion Workshops.
 - Analysed and reported on accident data to direct and deliver focused work streams.
 - Benefited from the national award winning MAST data analysis and interrogation tool.
 - Rolled out new Speed on Green cameras (the first in Berkshire).
- Contributed to the operation of traffic speed measurement programmes by Thames Valley Police as part of our speed management strategy.
- We have continued to carry out a number of road safety education initiatives in 2013/14, including providing school packs, child pedestrian training and Walking Bus walk to school initiatives
- We increased the School Crossing Patrol team and introduced 20mph zones in Otlands Drive/Elliman Avenue and outside Lynch Hill school.

- Upgraded the 20mph zone in Trelawney Avenue.

In 2014/15 we will:

- Continue to analyse data innovatively by using MAST.
- Implement further 20mph speed limits outside schools in the Borough, including a new part time 20mph speed limit on Montem Lane in the vicinity of Claycots School.
- Introduce a new 20 mph zone in Whitby Road/Woodland Avenue.
- Provide pedestrian and cycle safety improvements at the Harrow Market roundabout in Langley.
- Implement a safety improvement scheme in Marlborough Road in the vicinity of Castleview Primary School.
- Continue our programme of delivering “*Safer Routes to School*”.
- Deliver a programme of Education and Training and Publicity (ETP) focusing on;
 - School and business travel.
 - Sustainable transport i.e. “*walk to school week*”.
 - Safer roads – Safe Drive Stay Alive (SDSA).
 - Enforcement.
 - School crossing patrols.
 - Speed campaign.
- Increase the number of School Crossing Patrollers in the borough.
- Assess the impact of Speed on Green and other safety cameras in the borough.
- Deliver a new Road Safety Strategy for the town.
- Focus on reducing our KSI's and all casualties through innovative schemes and campaigning.

Priority 5: Delivering Transport's strategic and statutory day to day services

[Council Priority – Economy and Skills; Safer Communities; Regeneration and Environment; Housing; Health and Wellbeing]

We want to:

Continue to deliver the department's core business (the services we provide day to day).

In 2013/14:

Slough Borough Council's Transport Service operates through a Partnership Agreement with Atkins Global Plc and Amey Ltd that commenced in 2007, to jointly provide and deliver Transport services for the Borough. These key services have continued to be delivered throughout the last year and helped the Council to start delivering the objectives specified in the BABF and LSTF.

In 2014/15:

We will provide the following services;

- **Transport Schemes**

- Develop and deliver the 2014/15 programme of transport improvement schemes to support LTP objectives.
- Road safety promotion.
- 20mph zone implementation.
- Accident investigation and prevention.
- School crossing patrols.

■ Network Management

- Local traffic management.
- Network management and administration.
- Streetworks administration.
- Civil Parking Enforcement and Notice Processing.
- Development and support of the Transport Infrastructure Management System.
- Network Management Duties (including Network Management Plan NRSWA Management & Co-ordination and Traffic Manager).
- Policy development and implementation (including maintenance, parking and traffic management).
- Transport Asset Management Plan (Including asset valuation and asset data collection).

■ Passenger Transport

- Maintain 95% Local Bus Services policy coverage including support of local bus service contractor services.
- Provision of transport information to the public.
- Continue to work towards annual LTP targets for school travel plans throughout 14/15.
- Delivery of concessionary travel.
- Delivery of the Blue Badge Disabled Parking Scheme.
- Delivery of marketing and promotion of all transport services.
- Continue to reduce the number children travelling to school by car.

- EU Procurement process – EU tendering (including e-procurement).
- Implement recommendations from the Transport review.
- Support for Passenger Transport policies in the delivery of LTP3.

■ Engineering Design

- Major and minor scheme highway design and supervision.
- Traffic signal design and asset management.
- Design and supervision of temporary 3 way traffic signals.
- Specialist transportation service including junction design, transport strategy development and traffic impact assessments.

■ Transport Planning

- Responding to development proposals - respond/provide input to pre-application enquiries, planning applications, Local Development Framework documents and Examinations in Public within any timescales as specified.
- Represent Slough Borough Council at planning appeals and examinations of Local Development Frameworks including public inquiries.
- Provide transportation evidence to underpin development proposals and support decision making and delivery: includes; assisting completion of infrastructure plan, input to/advice on projects including those arising from the community investment plan.
- Provision of modelling services to support transport and business case decisions.
- Ensure that transport policies are properly reflected in our own documents and the publications of others.
- Database for the Local Transport Plan and Local Area Agreement target monitoring - Collects, stores and maintains transport data across the

Borough to underpin highway design, transport policy and strategy and trend monitoring.

- Work with partners on master planning of sustainable, town centres and community hubs.

■ **Business Development**

- Information and communications.
- Ensuring departmental compliance with legislation, policies and procedures.
- Information management.
- Corporate and interdepartmental liaison
- Customer service strategy.
- Be at the forefront of the transformational change programme for the department.

■ **Business Change & Performance Management**

- Lead the department's business planning process.
- Ensure the department manages performance robustly.
- Deliver the department's business change, efficiency and transformational programmes.

- Develop a culture of continuous improvement and development within the department and its staff.

■ **Parking Enforcement**

- Continue to issue Penalty Charge Notices to those motorists who contravene restrictions (37,000 approx in 2013/14).
- Keep the streets free of obstructing vehicles to reduce congestion and improve road safety.
- Deliver and implement additional Pavement Parking schemes for the Borough.
- Continue to build on our excellent reputation with our enforcement partners.

■ **All**

- Involvement in corporate projects and initiatives, such as: service reviews, Accommodation Strategy; Customer Services; Information Management; ICT and GIS.
- Increase customer satisfaction with the services we provide.
- Continue to monitor and improve upon our methods of engaging with our communities.

Priority 6: Maintaining the highway network in a cost effective and sustainable manner

[Council Priority – Economy and Skills; Regeneration and Environment; Housing; Health and Wellbeing]

We want to:

Maintain the highway network in a cost effective and sustainable manner aligned with best practice in asset management while minimising congestion on the network.

Thereby ensuring;

- The highway network is kept safe for all users.
- Value for money is achieved from allocated budgets.
- Opportunities for central government grant monies are sought and maximised.

- Disruption and congestion on the highway network are minimised.
- The highway network is maintained to best serve the needs of its customers.

In 2013/14:

- The Highway Asset Management Plan was produced and adopted by the Council's Cabinet Committee.
- The 2013/14 Planned Highway Schemes including carriageway, footway, street lighting, drainage, Public Rights and Way and Structures were delivered on programme and to budget.
- Ward walkabouts were undertaken throughout the borough and matters arising and improvement works identified were delivered subject to budget constraints.
- The 2013/14 Winter Service Plan was prepared and delivered to ensure critical parts of the network were kept clear of frost, ice and snow.
- Trials were undertaken with new sustainable technologies and materials in highway maintenance.
- A coring programme was introduced for statutory undertakers utility works which will generate income for the Council and improve the quality of reinstatement works on the road network.
- A de-cluttering programme commenced to reduce cyclic maintenance cost while improving the street scene including new street nameplates and litter bins.
- We improved drainage and cyclic cleansing and maintenance regimes for the Town Centre public realm areas.
- A bridge maintenance programme was produced and commenced on the Council owned structures.
- A cyclic cleansing regime to our Public Rights of Way network began.
- We improved control of developer works and implementation of capital schemes on the highway network.
- A performance submission to the Association for Public Sector Excellence was made.

In 2014/15 we will:

- Review and improve the Highway Asset Management Plan and ensure the Action Plan is progressed and delivered.
- Ensure 2014/15 Planned Highway Schemes including carriageway, footway, street lighting, drainage, Public Rights and Way and Structures will be consulted upon and delivered.
- Ensure ward walkabouts will be undertaken throughout the borough and matters arising and improvement works identified will be delivered subject to budget constraints.
- Following consultation with partners and stakeholders the 2014/15 Winter Service Plan will be prepared and delivered to ensure critical parts of the network were kept clear of frost, ice and snow ensuring compliance with a new CoP called Appendix H.
- Undertake trials of new sustainable technologies and materials in highway maintenance.

- Complete the de-cluttering programme to reduce cyclic maintenance cost while improving the street scene including new street nameplates.
- Improve drainage and cyclic cleansing and maintenance regimes for the Town Centre public realm areas.
- A 6 year bridge maintenance programme will be prepared and appropriate funding sought.
- Continue to improve cyclic cleansing regime to our Public Rights of Way network. We will be working towards consolidation of the Definitive Map and Statement of PRoW.
- Improve control of developer works and implementation of capital schemes on the highway network.
- Analyse the Association for Public Sector Excellence (APSE) report and make improvements where identified.
- Prepare and undertake a second submission to APSE in August 2014.
- Prepare for a SUDS approval and adoption body (SAB) to be in place and operational from April 2015.

Priority 7: Improving flood resilience and raising flood awareness in our communities

[Council Priority – Economy and Skills; Regeneration and Environment; Housing; Health and Wellbeing]

We want to:

Work with partners such as DEFRA, the Environment Agency and Thames Water to improve our knowledge and understanding of Flood Management within the borough, ensuring plans are in place and published to best manage flood risk aligned with national requirement and best practice to improve flood resilience and raise flood awareness in our communities.

Thereby ensuring;

- Flood Management plans and strategies are produced, published, reviewed and maintained leading to improved flood resilience.
- Flood awareness is raised in our communities.
- Appropriate support is given to the corporate emergency planning function.

In 2013/14 we:

- Performed our Strategic Flood Management Group duties.
- Prepared and adopted the Local Flood Risk Management Strategy.
- Prepared and published a Flood Asset Register.
- Commenced preparations for becoming a SUDS approval and adoption body (SAB).
- Commenced two Section 19 Flood Investigations into February 14 flooding events in Manor Park and Colnbrook.
- Progressed several key projects including.
 - The DEFRA Community Pathfinder Project.
 - The Slough Flood Alleviation Scheme.

In 2014/15 we will:

- Undertake the Strategic Flood Management Group duties.
- Review and update the Local Flood Risk Management Strategy.
- Improve and maintain the Flood Asset Register.
- Prepare for becoming a SUDS approval and adoption body (SAB) from April 2015.
- Complete and publish two Section 19 Flood Investigations into February flooding events in Manor Park and Colnbrook and respond to any further flooding incidents should they arise.
- Progress key Flood Management projects including.
 - The DEFRA Community Pathfinder Project to May 2015.
 - The Slough Flood Alleviation Scheme - working partners including the EA.
 - The Wetlands and Wildfowl Trust/Thames Water SUDS for schools project.

Priority 8: Working with partners and meeting the needs of our customers

[Council Priority – Economy and Skills; Regeneration and Environment; Housing; Health and Wellbeing]

We want to:

Work with partners to ensure the services we are providing best meet the corporate needs of the Council and our customers.

Thereby ensuring;

- The highways and transport services best meet their corporate requirements and the needs of customers.

In 2013/14 we:

- Consulted with residents, business and members on various improvement schemes, works, plans and strategies.
- Hosted improvement schemes, proposed works, plans and strategies on the Council's website.
- Carried out market research to understand customer awareness and preparedness for flooding events.
- Facilitated the establishment of Flood Action Groups in Manor Park and Chalvey.
- Worked closely with SEGRO and Network Rail regarding the new Leigh Road bridge over the Great Western Rail Line planned for 2015.
- Worked closely with Crossrail and Network Rail relating to improvements to Slough Railway station and various bridge improvements to cater for Crossrail and electrification of the Great Western Rail line.
- Worked with Town Centre partners, business and retail forming a Town Team and various Town Centre initiatives.
- Set up a Traffic Congestion Working group to work with business and schools.
- Submitted proposals for the Strategic Economic Plan to upgrade business and housing.

In 2014/15 we will:

- Ensure our vision, policies and strategies are better aligned with the corporate vision and direction of the organisation. This will include-
 - Focus and peer review groups for a holistic approach to the provision of highway and transport services within the organisation.
 - Social benefits such as links to public health are recognised and considered.
 - Ensuring our direction is aligned with political expectations and the manifesto.
- Maximise opportunities for development and economic growth aligned with existing strategies and plans including-
 - The Asset Management Plan and Capital Investment Strategy.
 - The Strategic Economic Plan.
 - Heart of Slough Master Plan.
 - Britwell Regeneration Master Plan.
 - Chalvey Regeneration Master Plan.
 - The Slough Regeneration Partnership.
 - Local Transport Plan 3.
 - Highway Asset Management Plan.
 - Winter Service Plan.
 - Transport Annual Partnering Plan.
 - Various Flood Management Plans.
 - Walking and Cycling Plans and Strategies.
- Increase partnership working including-
 - Working with and influencing government.
 - Working with our neighbours.
 - Working with and influencing DfT and the Highways Agency.
 - Working with Network Rail, Crossrail and the Highways Agency for the delivery of major infrastructure projects including Crossrail, WRATH and SMART motorways.
 - Working with our Flood Management Partners including DEFRA, the Environment Agency, Thames Water, British Waterways and Wildlife and Wetlands Trust.
 - Continued support of Flood Action Groups and empowering communities to make decisions on prioritisation of Flood Risk investment.
 - Working with schools and educational facilities across the borough.
 - Supporting business and promoting economic growth and development.
 - Close working with our Highways contractors including Amey, SSEC, and Aggregate Industries.
 - Close working with our professional services providers Atkins.
 - Supporting the Slough Regeneration Partnership.

- Increase consultation and satisfaction surveys with residents and business to ascertain what services are perceived to carry the most importance, and assess the overall satisfaction of schemes and works undertaken. This will include-
 - Analysis and responding to the National Highways and Transportation Network (NHT) Annual Public Satisfaction and Public Representative Survey results.
 - Consultation on major schemes such as the MRT, Copthorne Roundabout and Windsor Road widening and setting up working groups on major infrastructure projects.
 - Carry out sample post scheme customer surveys obtaining data about the schemes, delivery and wider issues across the borough aligned with NHT data allowing cross analysis.
 - Analyse complaint reporting directly to Highway/Transport Divisions, via My Council and Corporate Complaints and react to trends.
- Set service standards within the Highways Asset Management Plan aligned with the vision of the organisation and the desires of residents and business and government policy including CIPFA and the Highway Maintenance Efficiency Programme HMEP. Service standards will be driven by the following-
 - To maintain and improve standards set out in the Association of Public Sector Excellence (APSE) highway service delivery benchmarking annual reports.
 - To ensure our customers are confident with regards to personal safety and feel safe when they use the highway.
 - To ensure that our customers have a reasonable level of confidence that their journeys on the highway will be timely and predictable.
 - To provide a highway network that is available and accessible to all users.
 - To gradually decrease the environmental impact of the highway asset to the benefit of all our customers.

How do we deliver our priorities?

Funding the priorities

Funding available to deliver Highway and Transport services in 2014/15 is a combination of revenue and capital resources.

The budget allocation from the DfT Integrated Transport Block Funding 14/15 is £1.2M for Integrated Transport and £769,000 for Highways Capital Maintenance.

Additional funding from the DfT, DEFRA, LSTF, BBAF and AQMA bids total £4M.

Income from developer contributions and bids to additional funding sources such as s106, CIF (Community Infrastructure Levy), Local Transport Board (LTB)/Regional Growth Fund (RGF), pinch-point fund, etc. make up the remainder.

Our planning framework

This service plan is a major element of the wider planning framework for Slough, with service priorities being derived from the Joint Wellbeing Strategy, Local Area Agreement, the Highways Asset Management Plan and our third Local Transport Plan (LTP3).

Staff development is managed through a combination of appraisals, 1:2:1's, career grade progression and probation meetings. The training necessary to achieve service priorities is identified through this process and incorporated into annual training plans and personal development plans.

The Berkshire Strategic Transport Forum (BSTF) has been set up to provide information and guidance to the Local Enterprise Partnership (LEP) and soon to be Local Transport Board (LTB). These groups will oversee the development and implementation of a co-ordinated approach to transport planning across the region and will play a vital role in helping shape the longer-term strategic direction and policy choices for the region.

For Flood Management the Council pays an annual levy to the Thames Flood and Coastal Committee, the Council became the Lead Local Flood Authority in 2010 and lead the Strategic Flood Management function with flood management partners including the EA and Thames Water.

Robust performance management

Highways and Transport services manage performance and monitor monthly progress on the delivery of all actions, performance indicators and risks in each area of the service plan and work plan.

Progress in meeting targets is reported to the Partnership Board (Slough/Atkins/Amey); Partnership Management Team and to the relevant Commissioner. Headline performance indicators and targets are reported corporately. Following an internal audit on the Atkins contract, further recommendations have been made which include new KPI's and changes to the governance of the contract.

Risk management

The delivery of our 2014/15 service plan priorities have been risk assessed as part of the Annual Partnership Plan and are reported to the Partnership Board.

Many of our priorities are being delivered using formal project management techniques and risk assessments have been undertaken as part of these arrangements. Major projects are delivered using PRINCE 2 techniques. Our risk management arrangements are completed by group risk assessments on delivery of local priorities and day to day services.

Ensuring the delivery of the Corporate Strategy

Against a backdrop of increasing customer expectation, greater flexibility and innovation and increased expectations of efficiency, the Corporate Strategy aims to ensure that we have the right arrangements in place to retain a skilled and motivated workforce, that is well managed and developed to maximise employee performance.

We want to:

- Ensure managers are able to deliver high performance.
- Develop workforce skills, capacity, learning and development.
- Resource service delivery through workforce planning, recruitment and deployment practices.

In 2013/14 we:

- Implemented the departmental workforce plans.
- Reduced the average departmental absence per full-time employee.
- Held training sessions for managers on probation, disciplinary, grievance, capability, and absence management.
- Developed a new management competency framework to assist managers in being able to performance manage their teams. In addition to this, the Council is currently in the process of implementing the first part of the Aspiring Leaders programme for their senior managers which has been designed to strengthen the existing performance culture of Slough Borough Council.
- Communicated and engaged with staff in all aspects of the work of the organisation particularly departmental and corporate change programmes.
- Introduced a scheme to develop future Highway and Transport specialists. We have identified that there is a shortage of technical specialists and we will be one of the first authorities in the country to offer a career graded scheme that will enable a number of individuals to participate in the Professional Development Scheme for Highway and Transport Specialists.

In 2014/15 we will:

- Develop and implement the recruitment and retention strategy to provide a flexible and fit for purpose workforce with a range of transferable skills.

- Manage absence effectively to enable us to continue to reduce levels of sickness.
- Continue to implement and develop future Highway and Transport specialists. There is still a shortage of specialists and we will continue to be a lead authority on developing staff in the country.
- Merge Highways and Transport to improve efficiency and reduce the level of work which is consulted out, including taking on new roles to manage and deliver larger scale projects.

Contacting us

Highways

Slough Borough Council website: <https://www.slough.gov.uk/parking-travel-and-roads/report-a-highways-issue.aspx> or email us at highways@slough.gov.uk

Transport

Slough Borough Council website: <http://www.slough.gov.uk/parking-travel-and-roads/transport-for-slough.aspx> or email us at TfS@slough.gov.uk

Customer Service Centre: <https://www.slough.gov.uk/contact-us/contact-the-council.aspx>

Landmark Place

High Street

Slough

SL1 1JL Phone: 01753 475111

Appendices and other useful information

Appendix A - Annual Highways Work Plan 2014/15

Appendix B- Annual Transport Works Plan 2014/15

Appendix C - Partnership Risk Register

Slough **Winter Service Plan** is available online at:

<http://www.slough.gov.uk/parking-travel-and-roads/winter-gritting.aspx>

Slough **Planned Highway Schemes** are available on line at:

<http://www.slough.gov.uk/parking-travel-and-roads/roadworks.aspx>

Slough **Flood Management Plans and Strategies** are available on line at:

<http://www.slough.gov.uk/council/strategies-plans-and-policies/flooding-and-flood-risk.aspx>

Slough **Local Transport Plan** (LTP3) is available on line at:

<http://www.slough.gov.uk/council/strategies-plans-and-policies/local-transport-plan-ltp3.aspx>

Slough's **Joint Wellbeing Strategy** can be found here:

<http://static.slough.gov.uk/downloads/SJWSbooklet-final-2013.pdf>