

OFFICER REPORT TO EXECUTIVE

SURREY'S SECOND LOCAL TRANSPORT PLAN 4 JULY 2005

KEY ISSUE/DECISION:

The Transport Act 2000 requires English Transport Authorities to produce a Local Transport Plan (LTP) every five years. The first LTP runs from 2001 until 2006, and the Government requires a provisional second LTP to be completed and passed to the relevant Government Office by 29 July 2005. As well as setting out the objectives, strategies and programmes for the period from 2006 to 2011, the second LTP acts as a bidding document for capital expenditure during that period. The provisional second LTP will be assessed for its quality, and the effectiveness of the delivery programme for the previous 12 months and revised funding guidelines will be issued in November/December 2005. A revised and finalised LTP must be produced by the end of March 2006, which takes into account any changes in funding resulting from this process. The purpose of this report is to set out the key issues and to seek the Executive's endorsement for the strategic approach and contents of the second LTP.

BUSINESS CASE:

Contents of the second LTP

- 1 The contents of the second LTP follow the advice and instructions provided in Government guidance. The draft Executive Summary of the provisional second LTP is attached as **ANNEX 1** to this report. The layout of the second LTP is as follows:-

Chapter 1	Introduction and wider context
Chapter 2	Objectives and indicators
Chapter 3	Problems and opportunities
Chapter 4	Strategy
Chapter 5	Implementation programme and finance
Chapter 6	Targets and trajectories

- 2 There are also a number of annexes to the LTP, including the bus strategy, the long term local transport strategy, the accessibility planning framework and the strategy for implementing the Surrey Transport Asset Management Plan. In view of the amount of documentation concerned, the full version of the second LTP is not appended to this report, but copies are available to

members of the Executive and other elected members in the appropriate reading rooms.

Purpose and objectives of the second LTP

- 3** The purpose of Surrey's second LTP is to address transport related problems in accordance with the objectives of the Community Strategy, the County Council's own evolving Medium Term Strategy and the expressed views of Surrey residents, as shown through extensive consultation exercises, whilst fully incorporating the key principles required by Government, particularly the shared priorities agreed between the Local Government Association (LGA) and the Department for Transport (DfT). These shared priorities of congestion, accessibility, safety and the environment, which, together with maintenance, form the five principle objectives of the second LTP, and are, in fact, designed to address the concerns of Surrey residents. The four primary areas of concern, which have consistently emerged through all our consultation exercises over the last few years, are congestion, maintenance of the highway network, safety (usually involving speeding) and the need for improvements to public transport services.

Strategy and targets of the second LTP

- 4** The strategy that has been chosen to achieve these objectives is based on managing the demand for travel and making the best of the existing transport network in Surrey, consistent with the 'Manage and Invest' approach advocated by the Regional Transport Strategy. The LTP strategy has also evolved alongside the Surrey Structure Plan, thus ensuring transport and land use development are properly coordinated to reduce the demand for travel and encourage the more sustainable forms of transport.
- 5** We are required to undertake a Strategic Environmental Assessment (SEA) on the second LTP, and this process will be completed in the autumn of 2005. Part of the SEA work requires us to identify and compare appropriate strategic alternatives, and four alternative approaches have been considered. The strategy chosen combines improvements to transport infrastructure, schemes designed to encourage greater use of non-car modes, a more proactive approach to influencing congestion, providing information to all users of the network and working to help organisations implement travel plans, together with an overarching emphasis on an ongoing maintenance programme. Experience in the first LTP has indicated that such an approach is more likely to be successful than one which only addresses one or a limited number of these areas.
- 6** As far as targets are concerned, many are based on obligatory "core" indicators provided within the Full Guidance on Local Transport Plans, published in December 2004, although setting the actual targets is largely at the discretion of local authorities, with some guidance as to the minimum target acceptable. In addition, there are a number of locally set targets. Thus the targets in Surrey's second LTP are a mixture of core and locally set ones, and are shown at **ANNEX 2** to this report.

Financial implications

- 7** The LTP is also a bidding process for capital funds. Provisional guidelines were provided in December 2004 to show the anticipated level of funding for

Surrey for the period 2006 to 2011. These are shown in ANNEX 3 to this report. Revised guidelines will be produced for us in November/December 2005, and will vary from those in ANNEX 3, potentially by as much as plus or minus 25%, as a result of:-

An assessment of the quality of the submitted provisional second LTP schemes for 2004/05
 An assessment of the effectiveness of our programme of transport schemes for 2004/05
 The adoption of a formulaic approach to the base allocation of funds for integrated transport schemes, the impacts of which are not yet clear

Equalities and Risk implications

8 One of the five objectives of the second LTP is increasing accessibility to key services and facilities. LTP guidance from Government requires all English transport authorities to produce an accessibility planning framework strategy, together with local accessibility plans that are drawn up through partnership working with other public sector organisations, such as the education, health and employment sectors. Accessibility planning investigates the ability of people to access places of work, learning, health care, shopping, leisure and exercise facilities, and then requires plans to address any shortcomings that are identified. The primary aim of accessibility planning in Surrey is improving accessibility of specific, disadvantaged groups to services which they need. Thus the second LTP will make a very significant contribution towards implementing improved equalities practice.

9 The only significant risk implication of the second LTP is that the proposed programmes will not result in our meeting our targets, and thus we may fail to achieve the objectives set. However, the annual progress report process, which is being retained for the period of the second LTP, will give us early warning of such problems, and the process itself is designed to allow us to take remedial action by reconfiguring the detailed programmes as appropriate.

Major schemes programme

10 Our current major scheme programme can be divided into five categories.

- (a) Fully funded and under construction. The Fastway bus service in the Crawley, Gatwick and Horley area, which is a joint project with West Sussex County Council, who have the lead role.
- (b) Provisionally funded and in the Government programme for 2005/08. Walton Bridge replacement.
- (c) Provisionally funded, but no funding provided for 2005/08 and now subject to advice from the Regional Transport Board on what priority should be afforded to the scheme. Killin Lane Link in Epsom and the A24 Horsham to Capel scheme, which is led by West Sussex County Council. No decision taken on funding status, and now subject to advice from the Regional Transport Board on what priority should be afforded to the scheme. The A31 Hickleys Corner scheme at Farnham.
- (e) Funding turned down by Government, but decision taken to proceed using our own finances. Pegasus school bus project in Guildford.

11 In view of the number of the above major schemes awaiting committed funding, we are not at this time making a specific bid for any additional major

schemes within the second LTP. Our first priority is to ensure that the schemes described above are accepted for funding. However, the county continues to suffer from significant congestion problems, together with an uneven quality of public transport provision. Detailed study work described in chapter 3 of the second LTP identified Guildford, Redhill/Reigate and Woking as the top priority urban areas, in terms of transport related problems, whilst the A31 at Farnham and a number of other principal road were identified as particularly congested inter-urban county routes.

- 12** The scale of the transport problems identified suggests that solutions are likely to involve major schemes. In addition, the potential impact of future development must be considered, particularly in the regional hubs, that is Guildford, Woking and Redhill/Reigate. Consequently, the second LTP proposes that suitable schemes be developed in these towns as an element of an overall bid for funding against the new Transport Innovation Fund under the "Smarter Travel in Surrey" heading. The guidance for the preparation of bids using the Transport Innovation Fund has not yet been published, however we believe that the overall concept of "Smarter Travel in Surrey" represents the sort of innovative and coherent transport measures suggested in the description of the Fund's purpose. "Smarter Travel in Surrey" combines innovative Intelligent Transport Systems and mobility management, such as real time information to road users and travel planning assistance, to enable people to make smarter choices, and is described in **ANNEX 4** to this report. We intend to implement the basic Smarter Travel in Surrey programme in any event, but a successful bid would considerably accelerate the programme.
- 13** If unsuccessful in this bid against the Transport Innovation Fund, it is proposed that the County Council should prepare major scheme bids for the towns designated as regional hubs. Such a programme would be spread over a longer period than that of the second LTP, so would have to be prioritised on the basis of demonstrated need and development timetables in each area. It is hoped that we shall be in a position to provide a more definitive view of possible timescales for any potential scheme bids in time for the publication of our full second LTP in March 2006.
- 14** Some potential developments in adjoining areas might significantly alter circumstances in terms of vehicle movements, and hence congestion and accessibility problems, in Surrey. For example, the proposed development of MoD land in Hampshire, would have a significant impact on traffic flows in the southern part of the Blackwater Valley area, with a particular concern being the impact on the A325 through Wrecclesham and on to the A31. Should such or similar development proceed, the County Council would need to consider carefully the appropriate technical solutions necessary to ensure that the impacts would be ameliorated, which could entail a major scheme proposal.
- 15** The second LTP also highlights the continuing pressure on transport networks caused by the planned expansion at Gatwick and Heathrow Airports, particularly the opening of Terminal 5 at the latter. Continued support and lobbying for the AirTrack scheme is proposed, having already established that it has a very robust business case.

Long term strategy

- 16 Although not required as part of the second LTP, Government guidance requires evidence of a local transport strategy, which covers a longer period than the five years from 2006 to 2011. A strategy up to 2020 based on existing approved strategies and policies, in particular the Community Strategy, has been drawn up as an Annex to the second LTP, and is attached as **ANNEX 5** to this report.

Innovative features

- 17 We believe that our second LTP contains a number of particularly novel features, which will provide a unique flavour to our plan and continue Surrey's reputation as being on the cutting edge of transport innovation. These are described in **ANNEX 4** to this report.

Consultation

- 18 Considerable public consultation has been undertaken to inform the LTP process, and this is detailed in Chapter 1 of the second LTP. In particular, the proposed objectives were supported by the general public, through an extensive interview survey of Surrey businesses carried out on behalf of the Surrey Economic Partnership and a steering group established from members of the Surrey Strategic Partnership. The task group set up by the Transportation Select Committee has met several times to consider the development of the second LTP, and, at its last meeting on 21 April 2005, members were presented with a draft version of the second LTP and passed a resolution that they approved its contents and that this be conveyed to the Executive at this meeting.
- 19 The second LTP is very much a continuation of the principles embodied in the first LTP, although the opportunity has been taken to readjust our strategies and programmes to reflect the views of our residents and to learn from what has been most successful over the past five years. The Executive is asked to endorse this approach and support the objectives, strategies and programmes set out in the draft provisional second LTP.

RECOMMENDATIONS:

It is recommended that the Executive approves the publication and submission to the Government Office for the South East of the draft provisional second Local Transport Plan for Surrey.

REASONS FOR RECOMMENDATIONS:

- The provisional second LTP has been produced following extensive consultation and reflects the views and priorities of those consulted
- The provisional second LTP fully meets the requirements of Government guidance on the production of LTPs
- The provisional second LTP contains an analysis of problems and opportunities and explains clearly why the strategies and programmes are believed to reflect the most appropriate and effective means of achieving our objectives
- The County Council is required by the Transport Act 2000 to produce an LTP

WHAT HAPPENS NEXT:

A press release should be issued to communicate the Executive's decision, and to confirm that the provisional second LTP will be published by the end of July 2005.

Responsible: George Burnett, Head of the LTP Group, 020 8541 9372

Accountable: Steve Lee, Head of Transportation Service

Consulted: Executive Member for Transport, Transportation Select Committee Task Group, Surrey Chief Executives LTP Group

Informed:

Sources/background papers: Full Guidance on LTPs – DT, The provisional Surrey Local Transport Plan

Executive Summary

Surrey benefits from the beauty and richness of its natural and built heritage, the diversity of its landscape, the distinctiveness of its communities and the strength of its economy. But it also has some of the busiest roads in the country and suffers from the problems traffic congestion causes.

This second Local Transport Plan (LTP) outlines Surrey County Council's continuing strategy to create an efficient, sustainable transport system that will help safeguard the county's strengths and improve the quality of life for people living and working here. It includes some bold, innovative initiatives – such as Smarter Travel in Surrey and Aitrack – and a package of wide-ranging practical measures which we believe will bring about steady change.

This provisional Local Transport Plan (LTP) is published by the County Council both as a transport strategy for Surrey and a bid for Government funding. The LTP is a statutory document comprising objectives, an assessment of transport problems and opportunities, an overall strategy, a five-year programme of schemes to improve transport and a set of targets with which to measure progress.

The first round of LTPs was submitted by all transport authorities to Government in July 2000, forming a funding bid for the years 2001/02 to 2005/06. The second round of LTPs focuses on the next five year period, from 2006/07 to 2010/11 and is being prepared in two stages. Provisional plans have been produced for submission to Government in July 2005, to be followed by final versions in March 2006. The final version allows for revision to Government funding allocations at the end of 2005, which could necessitate modifications to the detailed implementation programmes and associated targets.

The first LTP for Surrey succeeded in achieving a good level of funding, securing an extensive transport programme and meeting many of our targets. Our Annual Progress Reports on the LTP have been rated as above average. The second LTP builds on this record.

The wider context for the Local Transport Plan

Surrey's community strategy provides the broad framework and vision for our second LTP, as set out in chapter 1. A sub-group of the Surrey Strategic Partnership was established to oversee development of the plan and to ensure it is fully integrated with the community strategy. Similarly the plan is consistent with a wide range of other plans and strategies in Surrey, with the regional transport and economic strategies and with national priorities for transport.

A longer term strategy for transport has also been produced alongside the second LTP and is included as an annex to the plan. This outlines our

approach to issues likely to impact on the county in the period beyond the second LTP, leading up to 2020. This parallels the timescale of Surrey's Community Strategy.

Chapter 1 summarises the **wide-ranging consultation, participation and partnership working** that are central to Surrey's LTP. However, public involvement does not cease with the completion of the second LTP. Ongoing engagement will continue to inform the planning and implementation of our transport schemes and local transport programmes.

Objectives and indicators

Chapter 2 presents the objectives of the second LTP and the associated indicators. These reflect important influences such as the Community Strategy for Surrey, the **Regional Transport Strategy**, and the **shared priorities** agreed between the Local Government Association and the Government. The consultation process has revealed a strong level of support for the objectives, and there is a close consistency with those of our first LTP.

There are **five objectives for the second LTP**:

1. Tackling congestion to limit delays
2. Increasing accessibility to key services and facilities
3. Improving road safety and security
4. Enhancing the environment and quality of life
5. Improving management and maintenance of our transport network

For each of the objectives a **set of indicators** has been identified. These provide a means of measuring progress toward the objectives and will be monitored regularly. Many of them are mandatory national indicators that must be included in every LTP.

Problems and opportunities

The transport problems and opportunities facing the county are examined in chapter 3. This includes an assessment of demographic and other factors that influence the **high demand for travel in Surrey**, an account of current transport provision, and an appraisal of key problems and opportunities in relation to the five objectives of the LTP.

Many factors contribute to the severity of transport problems in Surrey:

- With a population of over a million residents it is the most densely populated county in the South East;
- It lies adjacent to the London conurbation and between two major international airports;
- Since 1991 the resident workforce has increased by 3.3% to 547,600;
- Car availability levels have reached 0.67 cars per person which is 59% above the national average;
- Average daily traffic flows on 'A' roads are nearly twice the national average;

Despite the circumstances in Surrey, much progress has been made since the publication of our first LTP in July 2000. Rates of traffic growth have been restrained to 4% compared with 7% nationally since 1998, bus patronage has increased by 29%, there have been 1,800 fewer deaths or serious injuries on our roads in the last four years compared with 1994-98, and standards of road maintenance have improved. Much has been achieved but there remain significant challenges to be overcome.

The overall strategy

Chapter 4 presents the strategy of the second LTP and the combination of measures focused on achieving the five objectives set out in chapter 2 and addressing the problems and opportunities identified in chap 3. Consistent with the first LTP, the strategy is based on managing the demand for travel and getting the best out of the existing transport network. However, the experience gained in implementing the first LTP, the advances in traffic management technology and innovations in travel planning have all helped to produce a strategy for the second LTP with a more effective range of measures than were available five years ago.

The main elements of the strategy include the following:

- Tackling congestion:** new technology to manage the network, effective parking management, better signing for HGVs, coordination of work on the highway to minimise disruption, promotion of Company Travel Plans, Park and Ride, and junction improvements.
 - Increasing accessibility:** further Bus Quality Partnerships between bus operators and the County Council to improve services, Real Time Passenger Information, improvements to public transport interchanges, demand responsive transport, enhanced pedestrian facilities in town centres, safer cycle routes, and Safe Routes to Schools initiatives.
 - Improving safety and security:** more road safety schemes to continue reducing the number of people killed and seriously injured in road crashes, speed management measures, 20 mph zones, effective maintenance of the network, improved lighting and CCTV coverage to increase security.
 - Enhancing the environment and quality of life:** variable message signs to encourage reduced vehicle emissions, rural traffic management measures, low noise road surfacing, environmental maintenance of roadside verges, increased recycling of highway waste materials, and street scene enhancements to improve the quality of the environment.
 - Improving maintenance of the transport network:** new approach to asset management and maintenance of roads and pavements, major investment in highway maintenance, lighting and drainage schemes to improve local roads, and an ongoing bridge strengthening programme.
- Implementation programme and finance**
- The five-year implementation programme of the second LTP and the associated financial issues are set out in chapter 5. The LTP capital allocation from the Government is made up of three components:
- * **Integrated transport** (all schemes under £5 million excluding maintenance)
 - * **Maintenance** of existing highway network and structures

Major schemes (valued at £5 million and above)

For the five years 2006/07 to 2010/11 the Government has provisionally indicated that Surrey County Council will receive total **capital funding of £57.686 million for integrated transport schemes and £73.438 million for maintenance**. In support of the LTP capital funding from Government, the plan identifies the role that complementary sources of **revenue and other funding** will make to the delivery on the second LTP. Additional resources will be secured as part of a newly developed 'Transportation Impact Supplement', and savings will be made via the planned Transport Co-ordination Centre.

The programme has been developed to prioritise schemes that deliver the best **value for money** and make the best use of existing assets, based on the experience gained in delivering the first LTP for Surrey. Excellent progress has been made in producing **Surrey's Transport Asset Management Plan** and this has helped shape the second LTP.

Several major schemes have been brought forward as part of the first LTP, of which several are awaiting approval. Our priority is to secure funding for these outstanding schemes and therefore we are making no additional bids for major schemes at this time. However, as part of the second LTP we are pursuing major innovations including the '**Smarter Travel in Surrey**' initiative, and the '**Airtrack**' proposals.

Targets and trajectories

Chapter 6 provides the targets for the second LTP. These are developed taking into account the indicators (chapter 2), the problems and opportunities (chapter 3) and the strategy (chapter 4), and are closely linked with the implementation programme (chapter 5).

There are 24 targets in total, mostly set for the year 2011, corresponding with the final year of the second LTP. The rationale behind each target is set out, together with the **monitoring methodology**, actions required by local partners and an assessment of the main threats to meeting the targets. Evidence is provided that the targets are **ambitious but realistic**, and **trajectories** are drawn to show expected progress in meeting the targets over the five-year period.

In preparation for the final LTP, the targets as well as the indicators will be reviewed, for example to take account of possible changes in funding levels that may impact on the implementation programme. Significant changes between the targets of the provisional and final plans are not anticipated, but the **accessibility planning targets** that cannot be included at this stage will be developed for the final LTP.

Progress implementing the LTP targets and delivery programme will be monitored regularly and reported in the Annual Progress Report. Areas of slow progress will be identified at an early stage in order to bring them back on-track.

Annex 2 Targets – extract from chapter 6 of the draft LTP2 (20 June 2005)

Table 6.1a Targets for objective 1 - Tackling congestion to limit delays

Indicator and DfT reference	Mandatory or local	Monitoring	Target
Peak hour flows LTP6	Mandatory	Automatic traffic counters at 6-8 locations around Guildford, Woking and Redhill/Reigate	Ensure that peak flows to/from Hubs do not increase above the levels in the base year of 2005/06.
Area-wide traffic, the second LTP	Mandatory	Automatic traffic counters operated by DfT supplemented by SCC data. Methods yet to be advised by DfT	Limit growth to 1% per annum and 5.5% between 2004 and 2010

Table 6.1b Targets for objective 2 - Increasing accessibility to key services and facilities

Indicator and DfT reference	Mandatory or local	Monitoring	Target
Percentage of 16-19 year-olds within 30 and 60 minutes of a further education establishment by public transport, the first LTP	Mandatory (For at least 1 of the 13 components)	Accession model	Not yet set (Detailed accessibility strategy in final LTP)
Percentage of households within 30 and 60 minutes of a hospital by public transport	Mandatory (For at least 1 of the 13 components)	Accession model	Not yet set (Detailed accessibility strategy in final LTP)

Table 6.1b continued

Indicator and DfT reference	Mandatory or local	Monitoring	Target
Mode share school LTP4	Mandatory	PLASC data (To be confirmed)	Reduce percentage of children travelling to school by car (as the only passenger): 5-10 year-olds from 42% in 2004 to 39% in 2010 11-16 year-olds from 28% in 2004 to 22% in 2010
Public transport patronage (BV102)	Mandatory	Data from bus operators	Increase from 26.8million in 2004 to 28 million in 2010
Bus satisfaction (BV104)	Mandatory	3 yearly telephone survey by MORI	Increase from 34% in 2003 to 46% in 2009
Bus satisfaction – USERS (BV104u)	Local (Preferred indicator)	2 yearly survey	Increase from 64% in 2003 to 73% in 2009
Bus punctuality LTP5	Mandatory	Data on contract services from inspectors Methods to be revised	Increase from 70% in 2004 to 84% in 2010
Cycling LTP3	Mandatory	Automatic cycle counters (15 urban) and 6 rural locations	Increase by 20% between 2004 and 2010
Cycle parking at railway stations	Local	Quarterly surveys at 11 stations	Increase by 25% between 2005 and 2010

Table 6.1c Targets for objective 3 Improving road safety and security

Indicator and DfT reference	Mandatory or local	Monitoring	Target
Number of KSI BV99x	Mandatory	STATS 19 forms from police	Reduction from average of 932 in 94-98 to 461 by 2010 (50%)
Number of KSI (children) BV99y	Mandatory	STATS 19 forms from police	Reduction from average of 84 in 94-98 to 24 by 2010 (70%)
Reduce slight casualties BV99z	Mandatory	STATS 19 forms from police	Reduction from average of 6,595 in 94-98 to 5,597 by 2010 (15%)

Table 6.1d Targets for objective 4 - Enhancing the environment and quality of life

Indicator and DfT reference	Mandatory or local	Monitoring	Target
Concentration of Nitrogen dioxide LTP8	Mandatory	Simple model to calculate concentrations using data on traffic on nearby roads	Small reduction below that expected without intervention – value to be confirmed in final LTP
Population who benefit from noise reducing surface	Local	GIS modelling of maintenance data together with population data	Increase the proportion of the population who benefit from noise reducing surfaces from 11% in 2004 to 18% in 2010
Vehicle emissions - CO ₂	Local	New County Transport Model	Limit increase in emissions by an amount comparable to that in the first LTP
Vehicle emissions - NO ₂	Local	New County Transport Model	Reduce 2004 level of emissions by an amount comparable to that in the first LTP
Vehicle emissions PM ₁₀	Local	New County Transport Model	Reduce 2004 level of emissions by an amount comparable to that in the first LTP
% of recycled material used in maintenance	Local	Estimates of cost savings	Save £600,000 per annum by 2010

Table 6.1e Targets for objective 5 - Improving maintenance and management of our transport network

Indicator and DfT reference	Mandatory or local	Monitoring	Target
Principal roads BVPI96 (BVPI 223)	Mandatory	SCANNER surveys (since 2004)	Reduce proportion of roads in need of maintenance from 39.4% in 2004/05 to 34% in 2010/11
Non-principal classified roads BVPI97a (BVPI 224a)	Mandatory	CVI until 2006/07 Then SCANNER	Reduce proportion of roads in need of maintenance from 15.74 % in 2004/05 to 11.6% in 2010/11
Unclassified roads BVPI97b (BVPI 224b)	Mandatory	CVI	No net deterioration in condition between 2004/05 and 2010/11
Footway condition BVPI187	Mandatory	DVI	No deterioration in condition between 2004/05 and 2010/11

Table 6.2 Indicators to be monitored only (no target values)

Indicator and DfT reference	Mandatory or local	Monitoring	Objective to which indicator relates
Vehicle delay LTP7	Mandatory only for urban areas with populations over 250,000	Traffic flows and journey times for main roads from satellite data collected by ITIS and provided by DfT	Congestion
Satisfaction of mobility impaired people with accessibility of town centres.	Local	Surveys in town centres	Accessibility
Satisfaction with travel information	Local	Surveys or feedback from the Surrey website	Accessibility
Proportion of population who benefit from better lighting	Local	To be devised	Safety

ANNEX 3

Provisional Planning Guidelines for LTP Capital 2006/11

ALL SUMS	2006-07	2007-08	2008-09	2009-10	2010-11
INDICATIVE	Allocation	Allocation	Allocation	Allocation	Allocation
Integrated	£10.862m	£10.862m	£11.406m	£11.978m	£12.578m
Transport					
Maintenance	£13.609m	£13.881m	£14.575m	£15.304m	£16.069m
TOTAL	£24.471m	£24.743m	£25.981m	£27.282m	£28.647m

Second Local Transport Plan 2006 – 2011

Innovative Features

Ensuring widespread “ownership” of the second Local Transport Plan

- We intend to ensure that this Local Transport Plan (LTP) is “Surrey’s LTP”, and not just a plan devised and drawn up by the County Council. To this end, the Surrey Strategic Partnership has established a working group to consider the development of the second LTP, but, of even greater importance, it has agreed to establish a **Countywide Transport Plan Partnership** to assist proactively in delivering those parts of the LTP considered to be the most critical in helping to achieve the objectives of our partners in the public and private sectors across Surrey.

Identifying innovative ways of delivering our transport strategies

- Both research and our own experience has shown clearly that significant impacts can result from providing travel information in an integrated way, through the use of ITS, and by engaging with both individuals and companies to share travel planning advice. With the benefit of our new **Network Management Information Centre**, and the development of a number of high tech systems, we shall be implementing a comprehensive programme designed to make a real impact on congestion. We are implementing innovative Intelligent Transport Systems to achieve *smarter network management*, inspirational mobility management to enable people to make *smarter choices*, and we are combining the two to create **Smarter Travel in Surrey**. The main features will include:-
 - 1 The extension of real time (and predictive) travel information for all modes, available at home, on roadside, at work and on the move.
 - 2 The implementation of a complete mobility management package, including advice available on line and at dedicated centres.
 - 3 A reprioritisation of our highway network, taking account of congestion sensitivities, usage and function, particularly in relation to the Regional Transport Strategy’s requirements for key hubs and spokes.
 - 4 Real time surveillance of key congestion hot spots, taking a proactive response to problems as they arise

5. An emphasis on travel planning for businesses, with a substantial expansion of schemes such as Surrey Car Share, and assistance in advising on teleworking, flexi-working and public transport fares and services negotiations – the County Council to become an exemplar in its own activities in these respects.
6. Particular emphasis on addressing congestion, accessibility and communication improvements for the three identified Regional Hubs in Surrey, which are Guildford, Redhill/Reigate and Woking.

Surrey's approach will therefore seek to combine and develop all of these elements, whilst also examining the role that more radical demand management measures, such as parking strategies, could play within a balanced transport strategy.

- Some years ago, the County Council decided to implement a transport asset management approach to optimise the management and maintenance of our physical assets, and to determine what we need to do to our highway network to manage its use and make it safer for users. Following discussions with Hertfordshire County Council, the acknowledged leader in adopting this approach, we have developed the **Surrey Transport Asset Management Plan**, and we believe that we are the leading authority in the South East Region in this area of activity, which is now a requirement for second Local Transport Plans.
- Tackling the problems associated with the “school run” are not only about reducing congestion and improving safety, but also impact significantly on promoting a healthier society. Surrey County Council has long had a programme to promote safer routes to school, and has also completed more school travel plans than any other local authority. Awareness building is a key element of these programmes, and we have developed the **Golden Boot Challenge** as a means of using natural competitiveness to encourage children to consider alternative ways to the car for getting to and from school. We also believe that there is a key role to be played in future by the development of specially designed school bus route networks. Consequently, the County Council has decided to implement the pilot **Pegasus school bus scheme** in Guildford, which will use new buses that are fully compliant with the Disability Discrimination Act (DDA), and which are designed to serve junior schools. We are convinced that there is an excellent business case for this project, and are proceeding with its implementation, despite the withdrawal of Government funding.

Optimising the funding available for transport improvements in Surrey.

One concern, often made locally in the past, has been that new development, particularly small scale development, rarely makes an

- Considerable concern has been expressed recently regarding a nationwide shortage of transport planners, together with a propensity for skilled planners to be recruited by transport consultancies, to the detriment of the ability of local authorities to retain existing staff and provide clear career progression for staff wishing to transfer to a career in transport planning. Surrey County Council is the lead partner, with the University of Surrey, in developing a Surrey based MSc course in Transport Planning and Practice. The Council is committed to sending employees as students on this course, and will also be contributing by involving senior staff in course delivery and assessment. Surrey County Council will be sponsoring up to three graduates per year, commencing in 2006. Other local authorities and private sector employers are being encouraged to take advantage of this opportunity to develop a skill base within their own organisations.

Addressing the problems caused by the national shortage of transport planning skills

- It is essential that the funds available for securing transport services, such as socially necessary bus services, home to school transport, dial-a-ride services and demand responsive services, are used in the most productive way, avoiding duplication and maximising the use of resources. Having undertaken a best value review in Surrey, it has been decided to pursue the concept of setting up a **Transport Co-ordination Centre** (TCC), which will be designed to bring together all the County Council's functions in securing transport, and, ultimately, to include services provided by a wide range of partners throughout the County. A business case is being put together, which is expected to be positive, and the TCC is likely to play a vital role in expanding the existing and successful demand responsive bus services, which are intended to provide a more cost effective and attractive service to users, whilst also addressing identified areas requiring improved accessibility.
 - It is essential that the funds available for securing transport services, such as socially necessary bus services, home to school transport, dial-a-ride services and demand responsive services, are used in the most productive way, avoiding duplication and maximising the use of resources. Having undertaken a best value review in Surrey, it has been decided to pursue the concept of setting up a **Transport Co-ordination Centre** (TCC), which will be designed to bring together all the County Council's functions in securing transport, and, ultimately, to include services provided by a wide range of partners throughout the County. A business case is being put together, which is expected to be positive, and the TCC is likely to play a vital role in expanding the existing and successful demand responsive bus services, which are intended to provide a more cost effective and attractive service to users, whilst also addressing identified areas requiring improved accessibility.
- adequate contribution towards the impact that it has on key transport issues, such as congestion and the adequacy of public transport. Development Control, working in close co-operation with the Transportation Service, has devised a scheme to be known as the **Transportation Impact Supplement**, which is designed to use a tariff based approach to ensure that almost all development, however small, makes an appropriate contribution towards its impact on the highway network and transport in general. This approach is being adopted by a small number of other authorities (including West Sussex), but is still very unusual, even in areas such as the South East, where there are exceptional pressures for development.

DRAFT Longer Term Local Transport Strategy

Introduction

1. Surrey's Local Transport Plan objectives, strategy and programmes are primarily intended to form transport's contribution towards delivering our Community Strategy. Within the Community Strategy, the vision for Surrey in 2020 is of a county of distinctive, confident, caring, creative and safe communities, where individuals and organisations have taken responsibility for resolving the many challenges that the county faces.
2. This vision has been shaped following extensive consultation with the public and organisations in Surrey. It is intended to offer a common sense of direction from the Surrey Strategic Partnership to the organisations represented on it, and other public service, voluntary and business organisations and the public themselves. Key to achieving the vision by 2020 will be the attitudes and behaviours of individuals and organisations, recognising the need to change and the degree to which public service, voluntary and business organisations provide leadership and co-operate effectively with each other.
3. The Local Transport Strategy is also in accord with the objectives and policies of the Regional Transport Strategy for the South East.

Vision for the Local Transport Strategy

4. Within the Community Strategy, the specific vision for travel, access and mobility in Surrey is as follows:-

"Getting around the county will be easier with transport increasingly integrated and locally managed with incentives and more options to reduce congestion and pollution. People in Surrey will not automatically choose the car as their first choice as there will be attractive alternatives, giving more options in terms of the time of day that people can travel and the types of transport available. Travel options will be better organised through travel interchanges around the county. In addition the county will be looking to take advantage of the airports by developing good links to the airports around the county, helping a range of support industries thrive."
5. To this end, the Strategic Partnership, which has helped to develop and shape the Community Strategy, has decided to establish a Countywide Transport Plan Partnership from within its members. This Partnership has the remit of both ensuring that short, medium and long term transport strategies and programmes are fully focussed on delivering the vision for 2020, and that those key areas of activity are identified, where the organisations concerned can exercise determined leadership, often through personal example. Similarly, in terms of local detailed delivery of transport objectives, district and borough based Transport Partnerships will be set up, which will have a particular remit to address the programmes determined by the Local Strategic Partnerships, and the transport related elements of other strategies, such as crime and disorder.

Component Elements of the Surrey Local Transport Strategy

6. Elements of our Local Transport Strategy are encompassed within a number of policy and strategy documents. Under the overall framework of the Community Strategy, these comprise the longer term strategy for transport for the period up to 2020. There has

been considerable effort to ensure that the overall long term strategy for transport within these various documents is cohesive and integrated. The Strategy itself is an evolving one, and thus this statement will be revised from time to time in order to reflect changing circumstances. The main policy and strategy documents that are incorporated into this policy statement are:-

Surrey's Community Strategy, produced in 2005 and applying to the period up to 2020

- The Surrey Structure Plan, produced in 2004 and representing the County's spatial planning strategy up to 2016 – within three years from its adoption, it will be replaced by the South East Plan and the first round of district Local Development Frameworks (LDFs), but will provide the policy basis for the development of the latter

The Regional Transport Strategy (RTS), which was adopted as Government policy in 2004 within RPG9, and which is forming a core element of the evolving regional spatial strategy, known as the South East Plan

- The County Council's corporate Medium Term Strategy (MTS), produced in 2005, and which sets out general policies and overarching strategies for our activities, including transport, for the next 3-5 years

The second Local Transport Plan, the final version of which will be produced in March 2006, covering the period from 2006 until 2011, and which will include comprehensive short term transport policies and strategies

- Various other County strategies, such as the Rural Strategy and the Economic Strategy, both of which are currently in revision
7. The Local Transport Strategy is an integral part of the wider planning and policy framework at the corporate level, and concentrates on principles and objectives, rather than schemes and targets. Detailed schemes and targets for the period from 2006 unto 2011 may be found in the second Local Transport Plan, and these will also be developed for future Transport Plans.

Surrey's Transport Objectives

8. The long term Local Transport Strategy envisages that the five key objectives identified in the second Local Transport Plan will remain a priority focus for the period up to 2020. The second LTP strategies to be implemented up to 2011 will move Surrey in the right direction to achieve the objectives, but the full impacts will only be felt in the longer period. The strategies that will need to be implemented beyond 2011 to continue to address these objectives will also be heavily influenced by the pattern of development determined within the regional spatial strategy, the South East Plan. Within the five LTP objectives, there are strategy elements which will address the objectives of the Community Strategy itself, together with the other main policy documents described in paragraph 6 above.
9. The five key objectives, together with a description of how strategies will evolve in order to achieve them, and how they will contribute towards the transport objectives of the Community Strategy and the identified areas of action, which have been identified within the Community Strategy, are set out below:-

Tackling congestion to limit delays. Achieving this objective requires a strategy based on a combination of smarter traffic management measures, travel planning initiatives, passenger transport and local road schemes. Providing effective flows of information to all road users is an important element, together with transport options that reflect and meet consumer needs. In order to influence attitudes to the car and to public transport, particularly buses, it is necessary to give people real and affordable choices, which will also reduce dependency on any single mode of transport. Sophisticated and locally based plans covering parking strategies and charging will be introduced as part of a comprehensive traffic management strategic approach. Traffic management measures will also require the application of co-ordinated road maintenance plans, which will be achieved through the work of the Traffic Manager and the overarching application of the Surrey Transport Asset Management Plan (STAMP) principles.

- **Increasing accessibility to key services.** The strategy chosen to achieve this objective is centred on tackling areas of poor accessibility by working in partnership with the community and using the specialist Accession software to identify and confirm problems, and then to determine suitable public transport and other measures to improve access to key local services. Better integration of public transport services, with a co-ordinated approach to timetables is an important element of the strategy, together with implementing user friendly ticketing and fares structures. Providing efficient and attractive travel interchanges is another crucial element of the strategy. These need to facilitate end to end journey requirements, and offer pre-booking and online ticketing, with smartcard technology and a simplified approach to ticketing in general. Travel interchanges need to accommodate parking arrangements for cycles, powered two wheelers and cars, with, again, simplified combined ticketing. Access to key employment areas is also important, particularly airports, which is also a priority for many airport related businesses and others, and thus there is a need to understand and respond to demand for airport access. Finally, to achieve the most effective accessibility, it is necessary for all the players in a partnership to agree integrated strategies, policies and plans and to ensure that transport options are closely aligned to service provision.

Improving road safety and security. The safety strategy is designed to make Surrey an even safer and more secure place in which to travel, reducing the number of road accident casualties, particularly among children.

Enhancing the environment and quality of life. The particular areas, which are a priority for the strategy designed to achieve this objective, are those of poor air quality and high levels of road traffic noise. It is recognised that strategies to tackle these problems are likely to require at least 10-15 years to be effective. The strategy also recognises the important role of the car, but encourages a more effective use of cars in order to minimise pollution, as well as reducing traffic congestion.

Improving management and maintenance of the transport network. Our strategy to achieve this objective, indeed an approach designed to strongly influence all our activities, is that set out in the Surrey Transport Asset Management Plan, which is a strategic one that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the transport infrastructure to meet the needs of current and future customers. The application of the principles within STAMP will enable us to determine the cost

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and appropriate maintenance regime for our assets over a long period of time, as well as enabling us to consider alternative approaches, according to the usage of the assets and the availability of resources.

How the Surrey Local Transport Strategy will help achieve the objectives of the Community Strategy

10. Surrey's Community Strategy is divided into six themes, and the long term Local Transport Strategy is intended to assist in achieving the vision and meeting the objectives for each of these themes. The following table sets out how the strategy elements will help address the key objectives of the Community Strategy.

Relating the Local Transport Strategy to Delivering the Community Strategy

Theme and Vision	Key Objectives	Detailed Transport Strategies leading up to 2020
<p>1. Economic development in Surrey</p> <p><i>Surrey will still have high employment rates with a more mixed and balanced economy. More creative businesses will have been attracted to Surrey as well as a greater proportion of micro and home based activities. There will also be a strong move to a more dynamic relationship between business and public service organisations. Businesses will be more engaged with their local communities and have high environmental standards. There will be a better spread of household incomes in the county. Trade skills will be highly valued and young people will be better prepared for life and work.</i></p>	<p>More mixed, better balanced</p> <p>Stronger relationships between business and the public sector</p> <p>Businesses better connected with local communities</p> <p>High environmental standards</p> <p>Better spread of household incomes</p> <p>Young people better prepared for life and work</p>	<ol style="list-style-type: none"> 1. To develop high tech systems in order to provide integrated real time and predictive information to all businesses and individuals living, working or passing through Surrey, thus enabling them to make better choices about transport. 2. To engage closely with all Surrey businesses to demonstrate the benefits and provide them with the incentives and tools to enable them to adopt a more sustainable approach to transport issues by, for example, minimising the need to make journeys and adopting a more flexible approach to the way their employees work. 3. To tackle identified congestion hotspots in order to reduce their financial impact on business, whilst, at the same time, ensuring that the number of trips made using the highway network, particularly in the peak period, does not increase in the short term, and has decreased substantially by 2020. 4. To work with business, transport providers and the community to across the whole of Surrey, to ensure the cost effective delivery of goods and materials, whilst minimising the environmental impact of such movements, by means such as Freight Quality Partnerships.

Theme and Vision	Key Objectives	Detailed Transport Strategies leading up to 2020
		<p>5. To use the accessibility planning process to provide data and to determine programmes in order to increase the employment rate for people with disabilities and to enable those without direct access to a car to take up education and employment opportunities.</p> <p>6. To take a leading role in improving surface access to both Heathrow and Gatwick by bus and train, and to continue to work with other local authorities, the regional authorities, government and the rail industry in order to deliver the AirTrack project by 2015 at the very latest, which will provide direct rail services from Surrey to Heathrow Airport.</p>
<p>2. Travel, access and mobility in Surrey</p> <p><i>Getting around the county will be easier with transport increasingly integrated and locally managed with incentives and more options to reduce congestion and pollution. People in Surrey will not automatically choose the car as their first choice as there will be attractive alternatives, giving more options in terms of the time of day that people can travel and the types of transport available. Travel options will be better organised through travel interchanges around the county. In addition the county will be looking to take advantage of the airports by</i></p>	<p>Better integration</p> <p>More alternatives, modal choice</p> <p>Less congestion and pollution</p> <p>Travel interchanges</p> <p>Links to airports, supporting businesses</p>	<p>To have developed high tech systems in order to provide integrated real time and predictive information to all businesses and individuals living, working or passing through Surrey, thus enabling them to make better choices about transport.</p> <p>2 To have introduced traffic management measures which enable us to make the optimum use of both highway and public transport capacity through implementing parking management plans across the county, through the identification of all congestion hot spots and using Urban Traffic Management and Control Systems to proactively tackle problems, and through the implementation of measures such as freight quality partnerships in every major urban area.</p> <p>3 To have worked with public sector organisations to introduce travel plans across the county, to have persuaded all schools in both the public and private</p>

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Theme and Vision	Key Objectives	Detailed Transport Strategies leading up to 2020
<p><i>developing good links to the airports around the county, helping a range of support industries thrive</i></p>		<p>sectors to implement travel plans, and to have persuaded all major employers in the private sector to introduce travel plans under the Surrey Travel Plan Partnership banner.</p> <p>4. To have achieved significant improvements in the quality and attractiveness of bus services, particularly in the regional hubs of Guildford, Woking and Redhill/Reigate, the transport interchange at Staines, and the major all-purpose centres of Camberley and Epsom. The primary means of achieving this will be through Bus Quality Partnerships and Bus Punctuality Improvement Partnerships, which will include the introduction and extension of bus priority measures, and the extension of demand responsive transport services in the rural and smaller urban areas. In order to achieve the desired impact, the County Council may need to consider implementing bus Quality Contracts.</p> <p>5. Local road improvement schemes will be considered where they represent good value for money in terms of their impacts on safety or where they can relieve serious congestion, but only provided that they do not encourage additional car journeys.</p> <p>6. Our strategy for the management and maintenance of the transport network will be determined by the overarching application of an asset management approach, which will optimise the value of our transport assets over their whole life. The Surrey Transport Asset Management Plan (STAMP) is designed to improve the management of risk, the ability to audit performance against defined levels of service, reduce lifecycle costs, enable us to predict</p>

Theme and Vision	Key Objectives	Detailed Transport Strategies leading up to 2020
		<p>accurately the consequence of funding decisions over the period of this strategy, and demonstrate clearly a prudent management of all our transport assets.</p> <p>7. Surrey is a relatively large authority, and we believe that we are well positioned to engage in assisting the activities of regional and national transport organisations. We hope to use our influence to help shape transport options at both the regional and national level, particularly in developing policies and measures for improved integration between cars, trains, buses, taxis and park and ride, and by leading public debate on possible future options.</p> <p>8. Surrey has a number of declared Air Quality Management Areas (AQMAs), and it is our intention to tackle the part played by local road transport in contributing to such air quality problems. Whilst recognising the major role of aviation and the motorway and trunk road network in this area, we wish to develop a strategy which would result in there being no AQMAs in Surrey by 2020. Coordinated action with the Highways Agency and British Airports Authority will be essential for this to be successful. The strategy would include a number of measures, such as better traffic management, increased use of public transport, travel planning techniques, low emission vehicles and the use of specialised fuels.</p> <p>9. To continue to implement a comprehensive accessibility planning framework, which investigates the ability of people to access places of work, learning, health care, shopping, leisure and exercise facilities. The schemes and initiatives deriving from this framework to improve accessibility will encourage participation and retention in</p>

Theme and Vision	Key Objectives	Detailed Transport Strategies leading up to 2020
		<p>education, reduce inequalities in health and help people move from welfare to work.</p> <p>10. We will continue to deliver a comprehensive programme focussed on safety and security issues, in particular to continue to reduce casualty figures for all classes of road user through the promotion of safe driving education, safety schemes and to tackle security issues of concern to the public, such as the provision of improved street lighting.</p> <p>11. To ensure the benefits of aviation are harnessed and the adverse impacts mitigated in Surrey's interest by ensuring any further expansion at Heathrow is supported by more investment in surface access provision, in particular the Airtrack project, which will provide direct rail services from Surrey to Heathrow Airport. To take a leading role in improving surface access to Gatwick by bus and train, by continuing to support the Gatwick legal agreement and opposing further expansion at Gatwick, and by working proactively with BAA, neighbouring authorities and transport providers to improve infrastructure and services to tackle congestion.</p>
<p>3. Housing and associated development in Surrey</p> <p><i>By 2020 it will be easier for people to find accommodation to suit all needs. Arrangements to protect the rented housing stock will have been developed and the public services, in partnership with housing</i></p>	<p>Meet all needs</p> <p>Protect rental stock</p> <p>More options</p> <p>Supporting infrastructure</p> <p>Environmental and social standards</p>	<p>1. Development should only be permitted where it can be made compatible with transport infrastructure</p> <p>2. Development proposals should include measures to encourage walking, cycling and the use of public transport</p> <p>3. Where the transport implications of development would lead to a harmful impact on other people or the environment, mitigation measures should be included</p>

Theme and Vision	Key Objectives	Detailed Transport Strategies leading up to 2020
<p><i>associations, will have developed a range of attractive, quality housing options. These developments will have good supporting infrastructure and meet high environmental, social and technological standards. People in Surrey will have worked with public services and businesses to reconcile the challenge of protecting the environment whilst at the same time ensuring that it is easier for young people and key workers in particular to live in the county.</i></p>		<ol style="list-style-type: none"> 4. To use accessibility planning techniques to ensure that there is good access to jobs, particularly for key workers and young people 5. To focus investment in transport improvements on the three regional hubs in Surrey, that is Guildford, Woking and Redhill/Reigate, and any other areas identified as being subject to significant new development
<p>4. Changing lifestyles in Surrey</p> <p><i>Home working will be increasingly common with different solutions ensuring that the work experience still has social benefits. It will be possible to work in a variety of ways and for several organisations at once. There will be strong social acceptance that education and learning is important and necessary for people of all ages. There will be an increasing focus on local early intervention to help ensure success at school and inclusion of young people in their community. There will a greater focus on healthy and</i></p>	<p>Homeworking</p> <p>Education and learning for life</p> <p>Inclusion of young people</p> <p>Healthy lifestyles</p> <p>Sustainable lifestyles</p> <p>Working locally</p> <p>Increased volunteering</p>	<ol style="list-style-type: none"> 1. To engage closely with all Surrey businesses to demonstrate the benefits and provide them with the incentives and tools to enable them to adopt a more sustainable approach to transport issues by, for example, minimising the need to make journeys and adopting a more flexible approach to the way their employees work. 2. To continue to implement a comprehensive accessibility planning framework, which investigates the ability of people to access places of work, learning, health care, shopping, leisure and exercise facilities. The schemes and initiatives deriving from this framework to improve accessibility will encourage participation and retention in education, reduce inequalities in health and help people move from welfare to work.

Theme and Vision	Key Objectives	Detailed Transport Strategies leading up to 2020
<p><i>sustainable lifestyles so that related illnesses will have declined and communities' impacts on the environment will have decreased. People will have more opportunity to work locally, increasing the time available for volunteering and social activities. Traditional retirement will be a thing of the past, with people having more opportunity to contribute to their communities in a wider variety of ways.</i></p>		<p>3. To work through the Countywide Transport Plan Partnership to ensure that our transport strategy and associated programmes assist in achieving the objectives of our public sector partners, in particular, the education, health and voluntary sectors.</p>
<p>5. Communities, culture and identity of Surrey</p> <p><i>Surrey will be recognised as a county that clearly values its natural and cultural heritage and will be regarded predominantly as a county of green spaces, individual and distinctive villages, market towns and urban areas that together provide the people of Surrey with a sense of belonging and identity. The county will be known for its ability to accommodate and value diverse communities and it will be seen as distinctive from and more independent of London. Whilst there will be more developments, fewer will be gated, as people will feel safer and more connected with</i></p>	<p>Value natural and cultural heritage</p> <p>Distinctive villages and towns</p> <p>Diverse communities</p> <p>Different to London</p> <p>Less gated</p> <p>Self help among communities</p> <p>Vibrant town centres and living villages</p> <p>Self confident</p>	<p>1. To continue to encourage local communities to become involved in transport matters through local liaison arrangements at parish and town council and amenity group level (including active involvement in arranging transport services, where appropriate), through input into the local transport programme process and through the established arrangements for area based public transport forums.</p>

Theme and Vision	Key Objectives	Detailed Transport Strategies leading up to 2020
<p><i>their communities. There will be a greater focus on communities working together to help themselves and provide support to vulnerable and at risk groups. Towns will be vibrant, managing to appeal to all ages and walks of life and village communities and their infrastructure will have been maintained. Surrey will be more self confident and proud of its diversity</i></p>		
<p>6. The future of public service delivery and democracy in Surrey</p> <p><i>Public services will have developed new ways of working together to provide their customers and citizens with more efficient streamlined services. It is probable that new governance arrangements will have been established with substantially more people involved in planning and directing services. The public will benefit from and value strong, coordinated community leadership from the public services, voluntary groups and businesses to help them resolve the challenges that the county faces in improving quality of life and well-being.</i></p>	<p>New ways of working together with streamlined services</p> <p>New governance</p> <p>Strong community leadership</p>	<p>1. To work through the Countywide Transport Plan Partnership to ensure that our transport strategy and associated programmes assist in achieving the objectives of our public sector partners, in particular, the education, health and voluntary sectors.</p>