

Transport Strategy for Surrey's Schools Place Programme

8 May 2014

Executive summary

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Surrey County Council's schools place programme aims to meet the future need for additional school places across the county. A significant number of Surrey's primary schools have already expanded, with over 12,000 more primary places required between 2014 and 2018. The growth at primary level will follow through to the secondary sector with more than 5,000 additional secondary places being planned by 2018, and further expansions/ new schools required beyond that. All Surrey's districts and borough will be affected by this growth in school demand.

This will inevitably have an impact on the local transport system in a number of ways. Residents are often understandably very concerned about the increased congestion, and schools and parents worry about road safety. It is therefore essential to plan for this growth in school places in terms of transport in order to mitigate the impacts. Given Surrey's already congested road network it will be impossible to both significantly increase school places and reduce congestion without over time reducing car journeys in the county, including to and from school.

The objectives of this strategy are to maximise the choices available to children as to how they travel and to minimise the impact of school growth on local residents and businesses. In order to achieve this the strategy focuses on five areas: travel planning; walking and cycling to school; school design and access; public transport; and parking on and off school sites. The strategy also details improvements to the process of identifying and funding transport mitigation measures for school expansions and lists the roles and responsibilities of those involved.

This strategy has been developed by a task group of the county council's Planning & Regulatory Committee and will be subject to a full consultation over summer 2014. A final version of the strategy to take on board comments received during the consultation will be considered by the Planning & Regulatory Committee autumn 2014 before the strategy is considered by Surrey County Council's Cabinet to be adopted as part of Surrey's Local Transport Plan (LTP3). The strategy will be owned by the Programme Delivery Board for the school place programme with the Planning & Development Group Manager, a member of that board, responsible for ensuring the actions are implemented. A report will be taken to the Planning & Regulatory Committee in autumn 2015 in order to review progress and the impact of the strategy.

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1. Why we need a transport strategy

Surrey County Council's schools place programme aims to meet the future need for additional school places across the county. A significant number of Surrey's primary schools have already expanded, with over 12,000 more primary places required between 2014 and 2018. The growth at primary level will follow through to the secondary sector with more than 5,000 additional secondary places being planned by 2018, and further expansions/ new schools required beyond that. All Surrey's districts and borough will be affected by this growth in school demand.

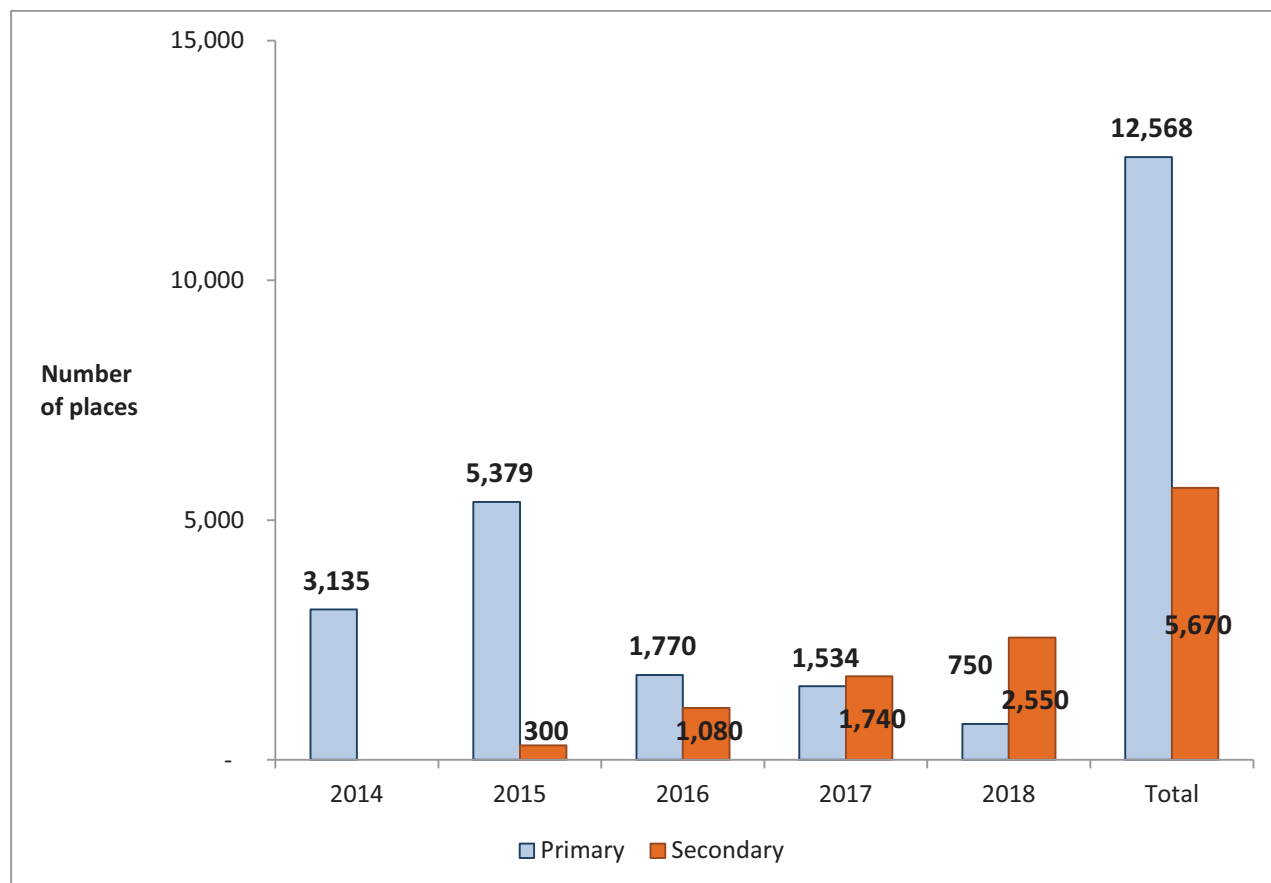


Figure 1: Number of additional school places to be delivered 2014 - 2018¹

This will inevitably have an impact on the local transport system in a number of ways. Residents are often understandably very concerned about the increased congestion, and schools and parents worry about road safety. It is therefore essential to plan for this growth in school places in terms of transport in order to: mitigate the impacts; effectively address the travel needs of the pupils in the most appropriate way; and to provide a clear evidence base which can be used to provide confidence to residents and others about the impact of proposed developments. As well as addressing the wide ranging concerns about transport impacts, this strategy aims to reduce some of the significant challenges of delivering the expansion programme to the timescales required. It seeks to complement other related county council strategies, many of which are part of [Surrey's Local Transport Plan](#) (LTP3).

¹ Estimated figures, subject to change

Along with the schools place programme, population and employment growth (forecast at 9% and 11% respectively over the next 20 years) will put further pressure on our transport network. Approximately 2,600² net additional homes per annum are currently planned for and significant developments are planned on the county's borders. The employment growth forecast alone could generate 17.5 million additional car journeys a year³.

Given Surrey's already congested road network it will be impossible to both significantly increase school places and reduce congestion without over time reducing car journeys in the county, including to and from school. In 2012 Illuma Research carried out interviews with a representative demographic sample of 500 primary aged pupils and their parents across 25 Surrey towns and villages. This research found that the car accounted for over 50% of school journeys. Data on mode of travel to school was last collected from *all* schools in 2011 and at this point 43% of primary aged pupils and 20% of secondary pupils travelled to school by car. If these percentages were to remain the same and 18,000 additional school places are provided this would equate to an additional 6,360 pupils travelling by car each day, or nearly 2.5 million additional journeys a year⁴. Additional staff at the schools will also generate increased journeys.

There are a range of plans, strategies and initiatives in place to reduce pressure on Surrey's transport network. This strategy sets out only how we will work with schools and other partners to minimise the impacts of the schools place programme on the local transport networks. It is clearly a complex challenge, however, with no single solution and cannot be achieved in isolation from other related activity.

² Based on Local Plan figures as at December 2013.

³ Based on estimated 11% growth of 574,526 employees (2011 census figures), 60% of whom would drive 5 days a week 46 weeks a year. The proportion of people driving to work is from 2011 census figures but these just consider the main mode of travel to work and do not take into account location of workplace or distance travelled.

⁴ Assumes 12,000 primary places and 6,000 secondary places and a school year of 190 days.

2. Aims and objectives of existing Surrey transport strategies

There are a number of plans already in place which set the context for this strategy. Surrey's Local Transport Plan (LTP3) sets out a transport vision and objectives for the county:

Vision

To help people to meet their transport and travel needs effectively, reliably, safely and sustainably within Surrey; in order to promote economic vibrancy, protect and enhance the environment and improve the quality of life.

Objectives

Effective transport: To facilitate end-to-end journeys for residents, business and visitors by maintaining the road network, delivering public transport services and, where appropriate, providing enhancements.

Reliable transport: To improve the journey time reliability of travel in Surrey.

Safe transport: To improve road safety and the security of the travelling public in Surrey.

Sustainable transport: To provide an integrated transport system that protects the environment, keeps people healthy and provides for lower carbon transport choices.

In addition each district and borough with an agreed Core Strategy has agreed a spatial vision for their area. Surrey County Council is working with districts and boroughs to produce local transport strategies for each area. These will form part of Surrey's Local Transport Plan and aim to support the growth set out within district and borough core strategies.

The local transport strategies are in two parts. Part one identifies existing transport problems and issues and sets out how the planned future growth within a district and borough will impact on the current transport network. This includes the transport impacts of planned school expansions. The second section of each strategy is a programme of transport infrastructure that will mitigate the impact of growth and ensure that current problems are not further exacerbated by growth. The strategies will be available for public consultation during 2014. These strategies should provide an effective context for school travel plans (see section 4.1 below) by setting out the short, medium and long term walking, cycling and public transport networks that will be required to serve communities, alongside any highway improvements and behaviour change initiatives. They are intended to be living documents which can be amended and updated as new information becomes available, including more detailed information about school expansions.

ACTION 1 The Local Transport Strategies being developed for each district and borough will consider the impact of and needs arising from planned school expansions and include mitigation in each strategy's infrastructure programme

This transport strategy for the schools place programme is therefore aiming to ensure Surrey’s Local Transport Plan and district and borough local transport strategies can be delivered in the light of Surrey’s schools place programme. Minimising the impacts of the school expansion programme on the local transport system will require a multi-pronged approach, pulling together a range of strategies, policies and processes, which can be tailored as appropriate for each area and school. We are aiming to address congestion, pollution, carbon emissions, improve safety and reduce costs, and in so doing address the concerns of residents, pupils, parents and schools. We are also seeking to address growing concerns about health and well-being including reducing obesity and promoting active lifestyles.

The objectives and actions of this strategy are directed at publicly funded schools in the county, of which there are just under 400, and many of the actions are about ways of working within Surrey County Council to reduce the impact of school expansions. Nonetheless the principles of this strategy will inform the council’s response to all planning applications for changes to school sites, regardless of the applicant.

This strategy is a key element of delivering Surrey County Council’s Environment & Infrastructure directorate priority for 2014 – 15 to “support the county council priority to deliver the necessary additional school places through a robust and timely planning process”.

3. Objectives and scope of the new transport strategy for the schools place programme

Building on the aims already identified above, and noting the different profile of primary and secondary pupils, the objectives of this strategy are:

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Objective 1: At both primary and secondary level to maximise the choices available to children as to how they travel

- a) At primary level to ensure that all children who are local to the school can either walk or cycle to school via safe routes if they choose to
- b) At secondary level to ensure that all children who are local to the school can choose to walk or cycle safely, or if further away enable the use of public transport as far as possible
- c) To work with existing and new schools to deliver more choice in the way children can travel
- d) To ensure school buildings and their layout facilitate both walking and cycling
- e) Provide on-site and off-site transport mitigation measures where appropriate.

Measure	Reason	How it will be measured
1. 10% increase in the number of school journeys made by sustainable means between 2014 and 2018	<p>We believe that many parents and pupils recognise the potential benefits in travelling to school on foot, by bike or on the bus. If people want to walk or cycle we want to make it safe and easy for them to do so.</p> <p>During the 2013 Golden Boot challenge⁵ participating schools achieved a 13% increase in sustainable journeys over the month.</p>	<p>Annual Golden Boot Challenge data for participating schools.</p> <p>Annual follow up of transport assessment and travel plan survey data for expanding schools.</p>
2. Less disparity between how pupils currently travel to school and how they would like to travel	<p>Existing travel plans illustrate that often more pupils, and their parents, want to walk and cycle to school than currently have the opportunity to do so.</p> <p>In some cases it is not practicable for pupils to travel by sustainable means but we will work to reduce any barriers to them doing so.</p> <p>We know there are knock on health, education and cost benefits of sustainable travel.</p>	<p>The travel plan framework will be amended to include a question that specifically asks pupils whether their current mode of travel to and from school and their preferred mode is the same.</p>

⁵ [The Golden Boot challenge](#) runs for three or four weeks during the summer term and schools compete to get as many children as possible travelling to school in ways that reduce car journeys. Schools choose whether to participate or not but well over 50% of Surrey primary schools take part.

Objective 2: To minimise the impact of school growth on local residents and businesses

- a) To minimise the impact of expanding and new schools on the road network and congestion
- b) To ensure that planned changes to the transport provision for schools benefit local residents as well as the schools wherever possible

Measure	Reason	How it will be measured
3. Reduction in transport related complaints arising from school expansions	Members have received many complaints from residents as a result of school expansions to date	Anecdotally, based on member and officer report during review of this strategy
4. Provision and use of infrastructure improvements	Infrastructure provided to mitigate the impact of expansions should benefit the whole community and make it easier to cycle and walk in the local area	Monitoring as part of travel plan review

ACTION 2 Performance monitoring and reporting of agreed measures by Sustainability Community Engagement Team

Surrey County Council has a range of strategies and policies which impact on transport issues around school expansions. These need to be looked at holistically.

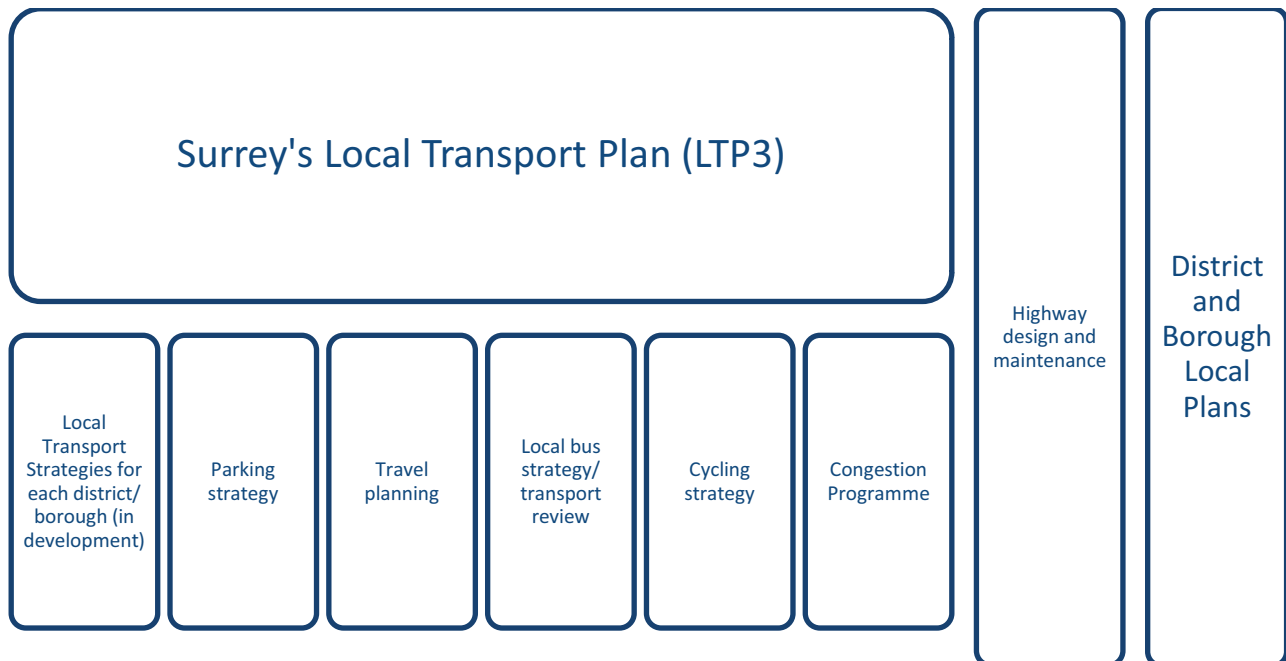


Figure 2: links between plans and strategies relating to transport issues in schools

In order to achieve the objectives above this strategy looks at some of these areas in detail in section 4 – how we will deliver the strategy. Section 4 also looks at internal process changes to improve outcomes and the roles and responsibilities of internal and external partners.

4. How we will deliver the strategy

4.1 Travel planning

7 Effective school travel plans can help to alleviate some of the transport challenges associated with school expansions by devising an effective action plan that relates explicitly to the school and its pupils. School travel planning has therefore been looked at in some detail as part of developing this strategy. The travel planning strategy is part of the Local Transport Plan - [Surrey's Local Transport Plan \(LTP3\) Travel Planning Strategy](#). As stated in the current strategy "School travel plans place an emphasis on safety and identify engineering, education and enforcement measures that reduce the risk of child casualties whilst at the same time encouraging sustainable modes of travel such as walking and cycling that have long term health benefits for young people." Due to the limited resources for this work within Surrey County Council only about 50 schools currently receive tailored support each year, and a lot of the related resources and activities require schools to take the initiative by delivering and promoting them. These currently include:

- web-based resources including lesson plans for years 6 and 7
- the Golden Boot challenge which runs for three or four weeks during the summer term, where schools compete to get as many children as possible travelling to school in ways that reduce car journeys
- subsidised cycle training
 - Bikeability – off road and on road cycle training for pupils in years 5 and 6
 - Pedals - bike/ scooter playground based training for pupils in year 2
 - LSTF (Local Sustainable Transport Fund⁶) customised training including 1 to 1 training and family cycle training.

For school expansions prior to March 2014 consultants were used to produce travel plans to support planning applications. There have been concerns about the timing and quality of these travel plans and in particular the lack of buy-in from schools to the plans. As part of this strategy travel planning for school expansions will be brought in-house and delivered by the team that currently work with schools to develop travel plans – the Sustainability Community Engagement team. This change has been implemented from March 2014 and the travel plans for school expansions will be developed in partnership with schools and will be monitored to ensure they are implemented and effective and to learn from each expansion. Appendix 1 includes two case studies of travel plans developed for recent expansions.

During this first tranche of school expansions travel plans have not always been produced by the time the planning application is submitted, and Surrey County Council's Planning & Regulatory Committee has reluctantly approved applications subject to travel plans being

⁶ The Local Sustainable Transport Fund is a government funding source that local authorities can bid into to fund schemes that will promote economic growth and promote sustainable travel. Surrey County Council successfully secured over £14 million of funding in the 2012 – 2015 round.

produced. Without a travel plan committee members are not able to identify whether proposed mitigation measures are sufficient, and are therefore not able to respond appropriately to any transport related objections to the applications. National guidance stated that travel plans should be submitted with planning applications. In future for all permanent expansions Surrey County Council will ensure that the requirement for an acceptable travel plan to have been completed before a planning application is submitted will be met. In the case of a new school or in exceptional circumstances where it has been agreed in advance, the minimum requirement will be a framework travel plan.

ACTION 3 All planning applications for permanent school expansions will be accompanied by a completed travel plan

There have been a number of schools that have been expanded on a temporary basis, either as a precursor to permanent expansion or to accommodate a bulge⁷. The timescale for temporary expansions is very tight as the closing date for primary school admissions is not until the end of January each year. The county council then needs to: identify where additional space is needed; prepare, submit and determine planning applications for temporary expansions; and deliver additional classrooms before September. In these cases there is simply not the time to carry out a full assessment or to prepare a framework travel plan prior to submitting a planning application.

In these situations, the Planning and Regulatory Committee have taken a pragmatic view and have accepted a condition requiring the submission of a travel plan/updated travel plan within three months of the occupation of the development. In a number of cases these have never been submitted and in at least one case, an application has been submitted for a further temporary expansion when the planning condition to submit a travel plan has still not been complied with.

This illustrates concerns that some perceive the travel plan as a box to be ticked, rather than a living document that can and should be used as a tool to manage the impact of travel to school. This will be addressed by the proposed new approach to the preparation of school travel plans. The county council will continue to attach conditions to planning permissions requiring a new travel plan to be submitted or an existing travel plan updated within three months of occupation of the development. The Sustainability Community Engagement Team will include these schools in their list of priority schools to monitor the travel plan and provide appropriate support.

If a school has not met a previous requirement for a travel plan, the Planning and Regulatory Committee would not wish to see further proposals for expansion without a full travel plan being submitted as part of the application, along with a commitment to implement it.

The school expansion programme is an opportunity to engage with schools who may not otherwise engage with the travel planning process. But in order to increase the confidence of schools and residents in the travel planning process it is vital to ensure:

⁷ A "bulge" class is usually an extra reception class, created in an existing school as a one off.

- Travel plans are standardised, while still being able to respond to the specific needs of the site, use verifiable data and are audited, monitored and enforced;
- All relevant stakeholders⁸ are involved in the process of producing and monitoring travel plans and have the opportunity to sit on the working group developing the travel plan. This has not previously included Local Committees and county council members but will do so in the future; and
- An evidence base of what is effective in addressing concerns and changing behaviour is collected and shared. This evidence base can then be used to revisit and refresh existing travel plans.

Where a school does not engage with the travel planning process the relevant Area Education Manager will become involved in order to consider how best to ensure the school meets any planning conditions.

ACTION 4 The Sustainability Community Engagement team will work with schools and all relevant stakeholders to develop high quality, robust travel plans for expanding schools.

ACTION 5 The team will develop an evidence base and collate replicable good practice and use this to inform future work.

The focus of a travel plan will differ considerably between primary and secondary schools. The majority of pupils in Surrey primary schools tend to live within easy walking distance of their school and the focus is largely on increasing walking and developing road awareness. At secondary school it will often be more viable for pupils to travel by bike if suitable links are identified, or by bus. Each travel plan should be used to reinforce the provision of a range of choices.

We are also seeking resources to complement the work of the Sustainability Engagement Team and we are part of three bids for 2015/16 LSTF funding. Two of these bids look to improve sustainable transport in the priority towns for each Local Enterprise Partnership (Woking, Guildford, Camberley and Staines-upon-Thames for Enterprise M3, and Redhill, Leatherhead, Dorking and Epsom for Coast to Capital). Both of these bids build on and develop the current LSTF work in Woking, Guildford and Reigate & Banstead.

We are also part of a partnership of thirteen local authorities working with Living Streets to bid for funding for Living Streets outreach workers. Living Streets is a national charity which promotes walking and who are successfully delivering the Walk to School outreach project using 2012 -15 LSTF grant. The project has so far achieved a 26% increase in active travel at schools and measurable reduction in congestion at peak times and many other knock-on benefits for pupils, parents and local communities.

⁸ Additional key stakeholders include: the school (teachers, governors, PTA and pupils); district and borough councillors; local community representatives as appropriate, e.g. neighbouring residents; local police and highways engineers.

We will find out late summer 2014 if our LSTF bids have been successful. If they are the benefits will include two Living Streets schools co-ordinators for Surrey and two additional Sustrans workers (see pages 18 and 32 - 33 for details of a current Sustrans post in Surrey). These posts will work with the Community Engagement Team and help implement the recommendations of the school travel plans.

ACTION 6 Continue to seek external funding for behaviour change initiatives which support school travel plans

4.2 Reviewing processes and roles and responsibilities

As part of developing this strategy we have reviewed the current processes around identifying and funding transport mitigation measures for school expansions and identified improvements which can be made immediately in order to achieve better outcomes – clearly responding to residents’ concerns about school expansions, making best use of resources and reducing costly delays. The diagrams on the next three pages illustrate the process improvements and the roles and responsibilities of those involved.

There are many stakeholders involved in delivering the schools place programme. The diagram is not an exhaustive list but rather focuses on new roles and responsibilities which are essential for the successful delivery of this strategy. Other internal teams and external partners are currently involved in various ways and will continue to be so, for example travel plans are dependent on pupils’ and parents’ engagement and Surrey Police provide support for travel safety initiatives and help with enforcement of parking restrictions.

ACTION 7 Information on planned expansions to be shared with Local Committees

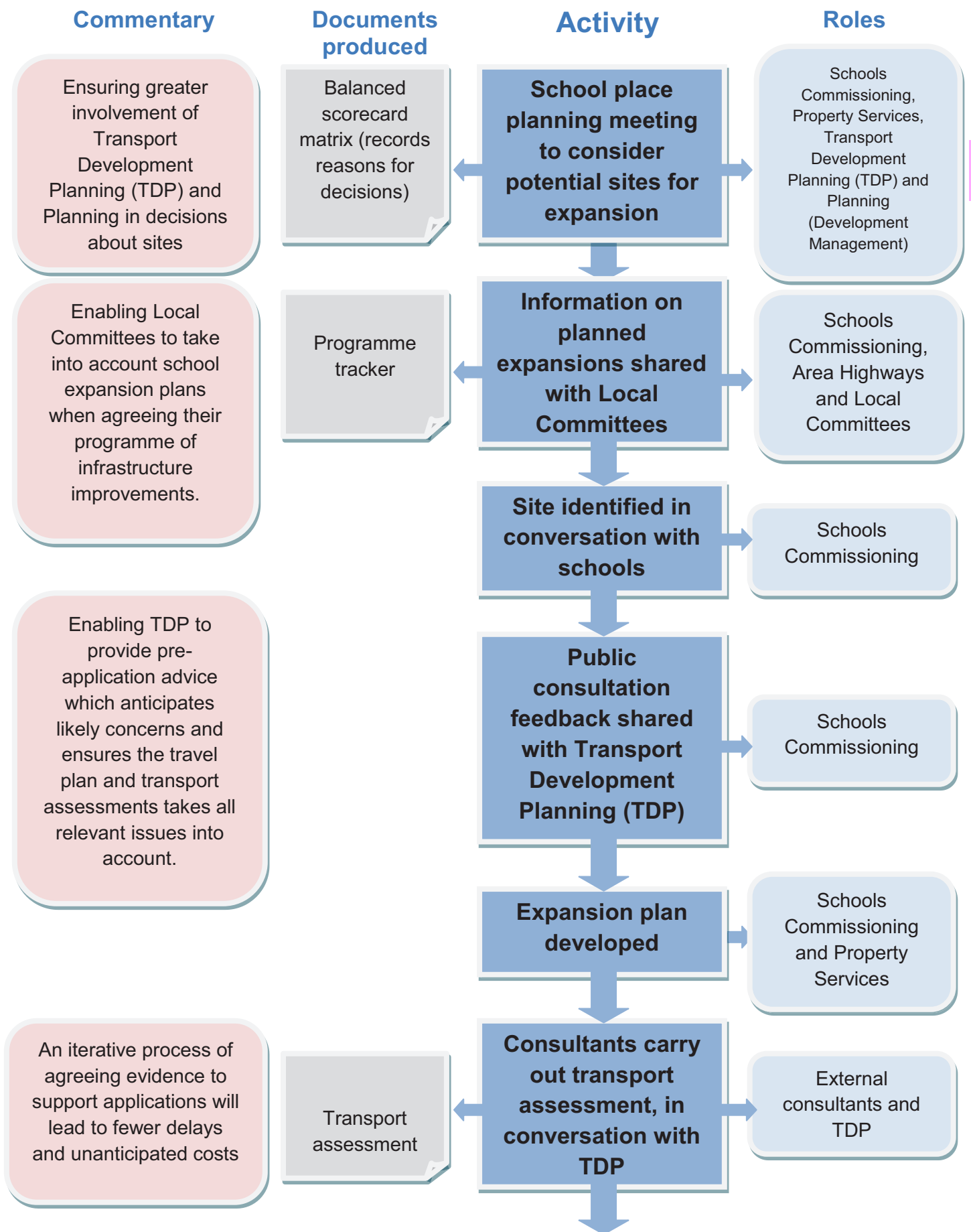
ACTION 8 Feedback from public consultation events to be shared with the Transport Development Planning team (TDP)

ACTION 9 Regular liaison between consultants carrying out the transport assessment and all relevant teams, as the transport assessment is carried out and planning application and travel plan are drawn up

ACTION 10 Transport mitigation measures for schemes cross-referenced with other infrastructure programmes

ACTION 11 Review of end to end process around school place programme to further improve the process and deliver objectives of this strategy

Figure 3: Process map



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Commentary

Documents produced

Activity

Roles

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Leading to better quality travel plans and improved confidence in the ability of travel planning to mitigate transport issues

Travel plan

Surrey CC team work with school and community to produce travel plan

Sustainability Community Engagement team and school
(travel plan working group)

Ensuring infrastructure improvements take place in a sensible, cost-effective order. As well as improvement relating to school expansions, this includes Project Horizon (five year structural road repair programme) and Local Committee improvement programmes.

Transport mitigation measures for scheme cross-referenced with other infrastructure programmes

Property Services and Area Highways

An iterative process of agreeing evidence to support applications will lead to fewer delays and unanticipated costs

Draft planning application, transport assessment and travel plan discussed with TDP and Planning

Property Services, Sustainability Community Engagement team, TDP and Planning

Planning application

Planning application submitted to Planning Service

Property Services

Site visit and determination of application (Planning & Regulatory Committee decision if going to Committee)

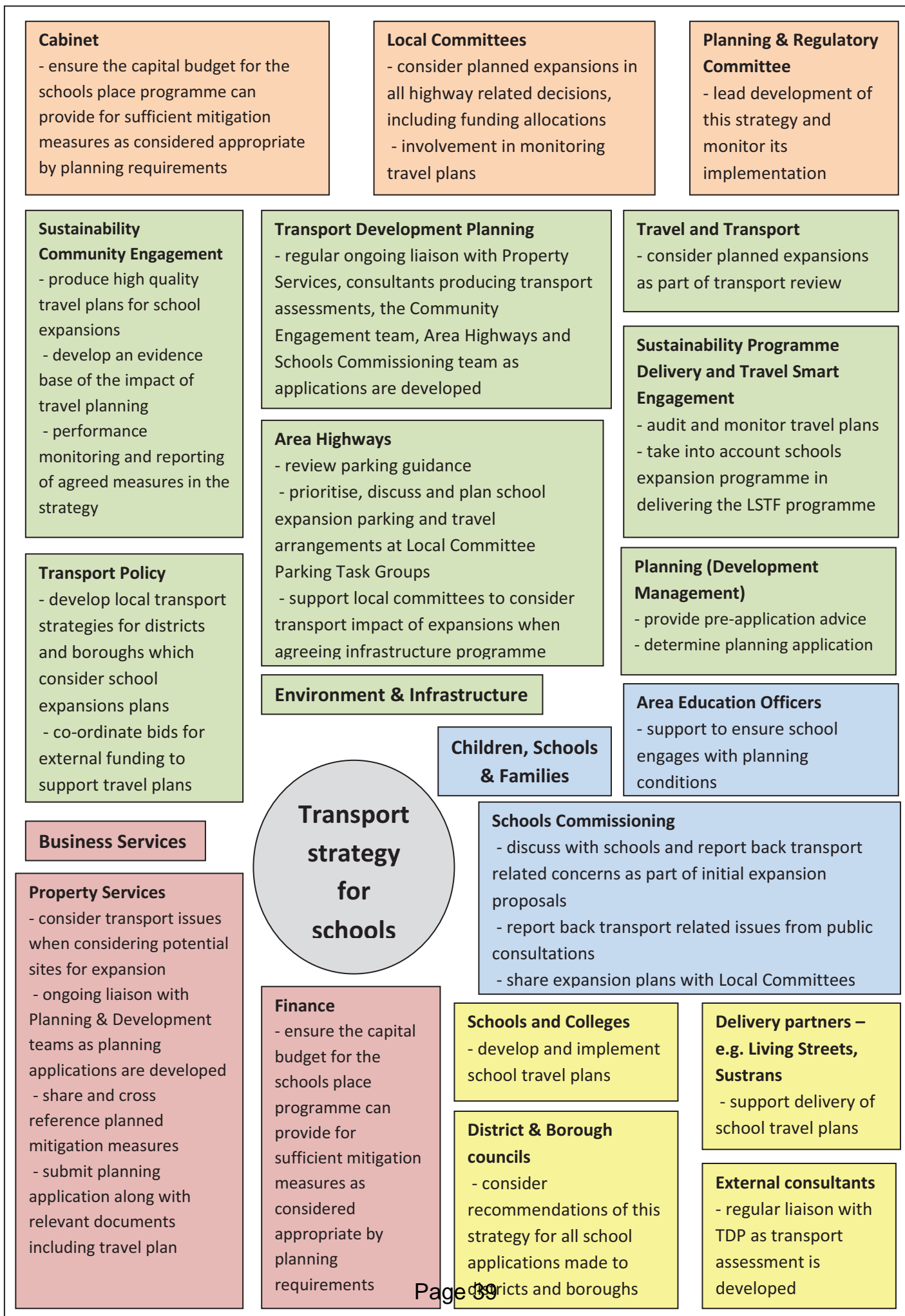
Planning and Planning & Regulatory Committee

Ensuring travel plans are implemented and building on the learning from each

Monitoring of travel plan implementation

Travel plan officer, school and Local Committees

Figure 4: Roles and responsibilities under the new process



4.3 Walking and cycling to school

While there will always be instances where it is not possible or appropriate for pupils to travel by sustainable means, our aim is to make it easy and safe for pupils to walk or cycle to school. There is considerable evidence that walking and cycling to school has many benefits beyond the impact on the local transport network. These include the health benefits, cost savings to parents and children arriving at school more ready to learn.

As part of the travel planning for school expansions the travel plan working group would seek to identify existing barriers to walking or cycling, working with pupils and parents to understand their concerns and ways to address them. The travel plan would aim to remove these barriers, prioritising those pupils who live less than a mile from the school, and then looking at those living between one and five miles away.

There are examples of successful local and national programmes that support schools to increase sustainable journeys. These generally involve intensive work with a small number of schools to embed a commitment to long term sustainable changes. Surrey County Council currently funds a Sustrans 'Bike It' post in Reigate & Banstead. The postholder is working with 40 schools in the borough to significantly increase regular cycling to school and reduce car journeys, at both primary and secondary level. The Bike It programme has increased regular cycling (once a week or more) from 8% in 2011 to 24% in 2013 (see appendix 1 for more information on the project).

As part of Surrey's LSTF programme, called Travel SMART, investments have been made in walking and cycling routes and bus corridor improvements in Guildford, Woking, Redhill and Reigate. These new routes and the promotion accompanying them make more sustainable travel choices safer and more appealing, encouraging people to use these modes of transport. The new routes also complement schemes such as the Bike-it programme allowing children and parents to get to school quickly and safely.

The current rate of accidents outside schools is very low. We will continue working to reduce the rate but have not included safety as a measure because given the low rate it would be very difficult to make a statistically significant difference. We do know however that perceptions about safety influence decisions about sustainable travel. The Illuma Research carried out for the council in 2012 found that both parents and pupils thought that cycling was the least safe mode of transport. Parents were asked what could be done to make the journey safer and the top three answers were:

- More formal/ effective road safety training for pupils (35%)
- Encourage people to walk/ cycle instead of using the car (27%)
- Ban parking near schools/ better policing of parking (18%)

A new [Surrey Cycling Strategy](#) was agreed by Surrey County Council Cabinet in November 2013. The strategy aims to get more people in Surrey cycling, more safely. It forms part of the Surrey Local Transport Plan and is the basis for the development of a series of Local Cycling Plans for each of the Surrey boroughs and districts. Many aspects of the strategy

impact on school transport and it explicitly looks to increase cycling in schools. Specific related actions include providing more cycling training at secondary level; securing funding for cycle infrastructure; and various promotional activities; as well as using travel plans to increase cycling to school.

4.4 School design and access

For this strategy to be successful it is essential that transport issues are considered right from the start of the process of identifying a site for expansion. All relevant county council teams need to work together from early on in the process, and should liaise with the relevant county council elected members who understand the local issues and the views of residents.

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The council has recently adopted a balanced scorecard approach to considering potential sites. This looks at three areas: educational issues (e.g. current performance of the school); planning and highways; and property issues. This approach means that any issues and risks relating to highways and planning are considered at a very early stage. It also means there is an audit trail to evidence how decisions about site expansions are made. Where relevant departments cannot agree on an appropriate site on the basis of the balanced scorecard, the schools place programme sponsor will review options, in conjunction with the Cabinet Member for Schools and Learning.

Relevant guidance dictates design requirements and constraints depending on the location of an expanding school, i.e. the relevant district and borough's policies and anything pertaining to the nature of the site for example if it is in a conservation area, and depending on the building itself, for example if it is listed. Approximately 73% of Surrey lies within the Metropolitan Green Belt and 25% of the county is part of the Surrey Hills Area of Outstanding Natural Beauty (AONB), a nationally important landscape of ancient woodland, chalk downland and heathland. This means that finding suitable sites for new schools or expansions is very difficult. Many of the planned school expansions are on existing sites and even on a new site there are often constraints.

It is therefore neither appropriate nor possible to impose a one size fits all approach using standardised designs and not possible to set standard criteria for transport requirements in school expansions. Nonetheless it is important to be as aspirational as possible to achieve the objectives of this strategy and consider accessibility of the site by all modes of transport. Cycle parking, lockers etc should be included in the design to facilitate cycling to and from school. As part of developing the travel plan the school will look at possible sites for park and stride, working with those with local car parks such as districts and boroughs, restaurants/ pubs, supermarkets etc.

Parking provision is often raised in response to applications for school expansions. Parking is considered further in section 4.6 below but suitable parking provision should be included in the site design, provided on or off site. Many expansions are of existing sites with no capacity to provide pick up/ drop off or parking facilities. The best solution will need to be identified for each school taking into account the impact on local community and constraints of the site. Appendix 1 includes examples of different types of on and off site mitigation.

According to the 2012 Illuma Research interviews, although very few were aware of anyone who had been involved in a road accident on the journey to or from school, both parents and pupils thought the most dangerous part of the journey to the school was near the school itself because of the volume of traffic dropping off and picking up pupils. As noted above

accident rates outside schools are very low but safety issues are an essential aspect of design to ensure these rates remain low.

The Community Engagement Team is often contacted directly by schools who want to change their current access arrangements, for example moving their zigzag lines. The county council is introducing a new policy on road safety outside schools, as part of a review of various road safety policies, to address issues around safety and also perceptions about safety which affect walking and cycling rates. The policy aims to make the process for considering requests for safety interventions more consistent and equitable across the county, prioritising improvements based on casualty rates and levels of public concern. Where improvements are not considered essential mitigation, funding will not have been identified as part of the expansion. Any additional proposals for highway improvements outside a school will therefore require funding from local committees and each committee will weigh up requests alongside other requests for highway improvements in their district or borough.

4.5 Public transport

Children aged 4 to 16 are eligible for free home to school travel support if:

- they live in Surrey and
- if they attend the nearest qualifying school and it is not within a safe walking distance of the child's home by the shortest available route (set at two miles for children under 8 or three miles for over 8s) accompanied by an adult as necessary or
- for children between 8 and 11 who are entitled to free school meals, or whose families are in receipt of the maximum amount of Working Tax Credit, if the walking distance between their home and the nearest qualifying school is more than two miles or
- for children 11 and over, where they are entitled to free school meals or their families receive the maximum Working Tax Credit. These children will qualify for help with travel to one of their three nearest qualifying schools where they live between two miles (measured by the shortest walking distance) and six miles (measured by the shortest road route) from the school or children who attend a school based on religion or belief which is more than two miles (measured by the shortest walking route) and not more than 15 miles (measured by the shortest road route) from the home

The county council also provides home to school travel support for children with Statements of Special Educational Needs and/or a disability, with full details of eligibility provided in the [Home to school transport policy: special educational needs 2011](#).

The shortage of school places means the county council is transporting children greater distances, and this is particularly costly for younger children where the council does not tend to use public transport. A recent consultation on the Home to School service has not resulted in any significant changes but has increased the council's ability to look for the most cost effective way to transfer pupils.

Over 7,000 children travel by public bus to get to school each day. Roughly 1,600 of these students are entitled to free school transport, meaning that the county council pays for their bus travel. A few schools run their own bus services but the cost to parents is significantly higher. Surrey pays for approximately 220 entitled children to travel on these schools organised coaches as this is more cost effective than arranging bespoke transport. Surrey County Council also organises coaches to schools (closed to the public) where there is no public transport. These take around 4,200 children to school each day, with roughly 3,200 entitled to free travel.

In addition, roughly 270 entitled children are funded to travel by school by train each day. A student fare card scheme for Surrey residents who are scholars in full time education 16-19 is also operated by the Council. This offers discounted bus or rail travel for the 5,700 pass holders.

In Runnymede the Runnymede Business Partnership operates a Yellow Bus service serving four secondary schools in the borough in order to reduce congestion, estimating the service replaces 250,000 car journeys each year. Fares only cover 40% of the cost of this service, with the rest raised from sponsorship (currently around 8%) and developer contributions. As the rules around developer contributions are changing the service may no longer be viable from 2015.

During 2014 the council is undertaking a local transport review that is looking to make around £2M savings on the annual bus subsidy budget (currently £8.3M) by 2018. It is likely that the majority of the review savings will come from local bus support. Local bus and school special bus services were assessed during the previous 2008 onwards Bus Review and these will be reviewed again. The local transport review has to start saving significant revenue from 2015/16 onwards.

Secondary expansions are planned across the county, with around 6,000 new places to be delivered between 2015 and 2021. Detailed information will be required both on where the additional places will be located and where pupils will be travelling from in order for an assessment of transport options to be made. Travel plans for expanding schools would look at pupils' postcodes and consider whether existing bus services can meet needs. As part of the transport review work can be undertaken to protect or commercialise some secondary school related routes, but given the timing of the review and the school expansion programme, unless additional or new funding can be identified, services that could provide access to new school places may have been adversely impacted upon as a result of the implementation of the local transport review.

Although some local bus services will be affected by the review, work is ongoing to improve and increase travel by bus across the county. As well as increasing sustainable travel, this is important to maintain the commercial viability of services. The Local Transport Strategies being developed for each district and borough include various schemes to improve the bus network in their implementation programmes, for example: priority bus routes; passenger improvements at bus stops including Real Time Bus Information and bus shelters; and provision of bike parking and other passenger waiting facilities at key bus stops. These schemes are also included in the county council's submission to the Local Enterprise Partnerships (see section 5 below).

ACTION 12 The local transport review will consider the impact of the review on schools, in the light of planned expansion programme, and look at possible activity to encourage a greater take up of school bus services

4.6 Parking on and off school sites

7 The current parking strategy is also part of Surrey's Local Transport Strategy - [Surrey's Local Transport Plan \(LTP3\) Parking Strategy](#). It is supported by [Surrey County Council Vehicular and Cycle Parking Guidance January 2012](#) which recommends against in general providing parking for parents and pupils and against providing pick up and drop off provision, although recognises there may be exceptions where it is required. There are many arguments both for and against providing parking provision and drop off space and the impact on congestion on the surrounding streets varies greatly depending on the site and local area. There are examples of where parking provision has successfully been provided in nearby car parks at the start and end of the school day.

As part of this strategy the parking guidance will be reviewed to ensure it can account for the particular local needs in the context of school travel plans. This approach can meet the needs of individual schools and consider the case for parking provision on its own merits, taking into account local context and the overall objectives set out in section 3 above. The review will also look at how schools can encourage local authorities and other organisations to provide suitable short term parking where appropriate and necessary for pick up and drop off.

ACTION 13 Review Surrey County Council Vehicular and Cycle Parking Guidance

Residents often request parking restrictions near to schools and currently these are considered on a case by case basis. Often decisions about controlled parking zones are made in response to these requests but do not take into account planned expansions and other longer term changes anticipated in the local area. It is essential that the Parking Strategy and Implementation team is involved when the plans are being developed for new or expanded schools. Any new parking restrictions can then be incorporated into the on-street parking reviews and the team can look at the enforcement implications with the district and borough parking teams.

The arrangements would be considered by Local Committee parking task groups who can ensure that each proposal is not looked at in isolation, but considered strategically, taking in to account the cumulative impact of planned development and the current and proposed restrictions on an area. It may be appropriate to invite officers from property service, planning and development and the sustainability community engagement team to these task groups, as well as the area highway teams. A crib sheet of key issues for the Local Committee parking task groups to consider will be prepared to help inform these discussions.

ACTION 14 Prioritise, discuss and plan school expansion parking and travel strategies at Local Committee Parking Task Groups

5. Funding

Surrey County Council is facing considerable financial pressure to deliver the school places required in the county. It is borrowing money to deliver the schools place programme, with capital investment of £354 million planned for 2013 – 2019 and estimated interest payments of £25 million per year for the next 25 years. It is essential that appropriate transport mitigation is provided as part of school expansions to avoid local transport problems and enable the council to deliver on its other corporate priorities around improving roads and easing congestion. It is considerably more cost effective to deal with the potential impact of school expansions than to provide mitigation measures at a later date.

The schools place programme budget includes a contingency for various areas of spend including transport infrastructure mitigation measures. Early identification of required transport mitigation will make it easier to confirm what funding is required from this budget.

ACTION 15 Ensure the capital budget for the schools place programme can provide for sufficient mitigation measures as considered appropriate by planning requirements

As well as transport mitigation provided as part of an expansion we will support the delivery of wider packages of schemes that will improve Surrey's walking and cycling network and make it easier for pupils to travel to school on foot or by bike. For example we have submitted detailed information on proposed sustainable travel packages for nine towns in Surrey to the two Local Enterprise Partnerships covering Surrey for them to include in their Strategic Economic Plans.

These schemes in Banstead & Epsom & Ewell, Camberley, Dorking, Egham, Guildford, Leatherhead, Redhill, Staines and Woking include capital funding for infrastructure including improved pedestrian routes, safety measures for cyclists and pedestrians, toucan crossings, cycle links, bus corridors and real time passenger information. The schemes also include revenue funding for promotion and training to increase use of the measures. All of these schemes are designed primarily to deliver both LEPs' priorities around supporting business and unlocking housing and jobs to promote economic growth, but if they receive funding from the LEPs and are delivered they will have considerable benefits for travelling to school. Many of the other schemes submitted to the LEPs would also impact on journeys to school with most aiming to reduce congestion, improve air quality and safety.

As noted in section 4.1 there are other opportunities to bid for funding to promote sustainable journeys to school, particularly through the LSTF process for 2015/16. The Local Transport Strategies (see section 2 above) will ensure we have a programme of schemes agreed by elected members which will enable the county council to take every opportunity to bid for funding. As stated in section 4.1 we will continue to seek external funding to help deliver this strategy.

As well as the county council's schools place programme, academies, free schools or independent schools may make planning applications for changes to their sites. As with

Surrey County Council sponsored schemes, these schools would be required to demonstrate the impact of their development through a transport assessment/statement, produce a travel plan and fund any transport mitigation deemed essential as part of the planning application. All applications for school expansions, whether by the County Council or other bodies, will be treated in the same way and assessed and considered consistently.

6. Delivery and governance

This strategy has been developed by a task group of the county council's Planning & Regulatory Committee and will be subject to a full consultation over summer 2014. A final version of the strategy to take on board comments received during the consultation will be considered by the Planning & Regulatory Committee autumn 2014 before the strategy is considered by Surrey County Council's Cabinet to be adopted as part of Surrey's Local Transport Plan (LTP3).

The diagram below illustrates the governance structure for the overall Schools Place Programme.



Appendix 2 summarises the actions in this strategy and notes who is responsible and a timescale for delivery. All actions identified in this strategy will become part of the relevant team's day to day business.

The strategy will be owned by the Programme Delivery Board with the Planning & Development Group Manager, a member of that board, responsible for ensuring the actions are implemented.

Delivering this strategy is largely revenue neutral and relies on making better use of existing resources. Where additional revenue is required to deliver the strategy the cost will be met from existing service budgets.

A report will be taken to the Planning & Regulatory Committee in autumn 2015 in order to review progress and the impact of the strategy.

Appendix 1 – Good practice case studies

Marist Catholic Primary School, West Byfleet

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During 2012 Surrey County Council agreed a proposal to expand the Marist Catholic Primary School in West Byfleet in order to meet an increased demand for places. The school expansion means the number of pupils at the school will be increasing from 345 in 2012 to 420 by 2017.

The school is sited on a busy road just outside West Byfleet centre. There is one vehicle entrance to the school off the A245, with parking for staff and visitors only on the school site. Parents who drive their children to school park in the surrounding streets at drop off and pick up times.

As part of the plans for this development the school developed a travel plan in October 2012. A working group was set up to oversee this work and a school travel plan co-ordinator appointed from within the school.

The school already had in a place a number of activities to encourage sustainable travel to and from school and to minimise the impact on the local road network. These included:

- Early access to the school site to stagger drop off and reduce congestion in the roads around the school
- Extra curricular activities at the start and end of the school day, including a breakfast club and a wide range of after school clubs which reduced the end of school day parking crush
- Yearly engagement in the Golden Boot challenge, with a 20% increase in sustainable travel during the 2012 challenge
- Cycle training for pupils in the last two years of the school
- Promoting green travel in the weekly school newsletter and via the pupil eco committee.

The travel plan found that the majority of pupils lived within 2km of the school. As of June 2012 56% of pupils tended to travel to school by car, either alone or with siblings. 16% walked to school, 7% cycled and 21% travelled by car but with other pupils who weren't family members. 26% of pupils said they would like to walk to school and 44% would like to cycle.

The travel plan looked at barriers to walking and cycling and found that both parents and pupils thought that improved footways, cycleways and crossing points would increase travel on foot and by bike. Surrey County Council had already agreed to a puffin crossing outside the school, due to be delivered by March 2013.

Actions proposed in the travel plan included:

- Continuation of all the activities listed above
- Additional bike racks and scooter pods on the school site
- Encouraging considerate parking on surrounding roads via the newsletter and by community police and school staff presence at the end of the day
- Explore options of:
 - walking bus and/ or park and stride
 - Road Safety Education programme and cycle training for younger years
 - Extending other existing school bus routes to serve the school
- Various initiatives to encourage staff and governors to travel by more sustainable means.

Specifically the travel plan aimed to:

Target	Numbers in 2012 (340 pupils, 49 staff)	Numbers in 2017 (420 pupils, 55 staff)
Reduce the proportion of pupils travelling to school by car from 77% (including 21% car share) to 60%	262	252
Reduce the proportion of staff travelling to school by car from 91% (including 9% car share) to 80%	45	44
Increase the proportion of children walking to school from 16% to 25%	54	105
Increase the proportion of children cycling to school from 7% to 11%	24	46
Increase the proportion of staff walking to school from 8% to 16%	4	9
Increase the proportion of staff cycling to school from 0% to 2%	0	1

If these targets are achieved the school expansion would appear to have minimal impact on the local transport network.

As at March 2014 many of the proposed actions were taking place, with a survey on mode of travel planned for the summer term to confirm the impact of actions and progress towards the targets above. The school already knew that five families had joined the school’s new car sharing scheme since Sept 2013 and there had been an increase in the number of staff walking, cycling and car sharing.

The 20% increase in sustainable travel during the 2012 Golden Boot challenge was repeated in 2013 and in addition the school’s Eco warriors now organise Walk to School days each half term with around 80% of the school using green methods of travel to and from school on these days.

The actions in the travel plan have all been explored and many have been implemented or are due to be implemented shortly. The school entered into an agreement with the Harvester Restaurant near to the school to allow up to 30 parents to park and stride using their car park in the morning. Combined with the new puffin crossing this has made the journey smoother and safer.

Changes to the entrances to the school have significantly reduced complaints about parking from neighbours. A new cycle/ scooter facility is planned on the other side of the school and will mean parents and children will not need to walk the entire perimeter of the school to deposit their bikes/scooters.

St Peter's School, Farnham

By 2015 the number of pupils at St Peter's C of E Primary School in Farnham will have doubled over the previous seven years, from 210 pupils in 2008 to 420 in 2015. The number of staff using the site will have increased from 42 in 2008 to 58 by 2014. The school is sited in a small residential road in Wrecclisham on the outskirts of Farnham. This road is particularly narrow and with cars parked along one side the road is reduced to a single lane. In order to pass traffic often mounts the pavement or grass verge. The lane is also on a hill, making it difficult to cross as lines of sight are obstructed.

Severe traffic congestion occurs outside the school from 8.30am to 8.50am and from 3pm to 3.30pm. Increasing pupil numbers are having a significant effect on the congestion and parking issues. The school has zigzag markings that restrict parking and drop-offs immediately outside the premises. They are in good condition but are often ignored by parents. A number of parents have commented on how dangerous it is crossing the road. Complaints have also been made to the school, local council and police by neighbours experiencing problems from parents parking inconsiderately, for example across driveways, on grass verges and close to side roads and corners.

As pupil numbers increase further the school is aware of the need to proactively address these issues. A comprehensive school travel plans was a condition of the planning consent for expansions to the school in 2009 and 2012/13. A travel survey was carried out in 2011 and the results informed a school travel plan in 2011. One of the actions was to appoint a travel co-ordinator who works six hours a week to deliver the actions in the travel plan. The travel plan has been reviewed and updated annually, most recently in February 2014.

The last full survey of how pupils travel to school in 2011 found that 48% of pupils walked and 2% cycled. More pupils and parents expressed a desire to walk or cycle if local crossing facilities were improved and safer cycle routes identified.

The 2014 travel plan includes an action plan with activity for the year ahead to promote sustainable travel, with specific actions to encourage walking, scooting and cycling to school and to promote car sharing. The action plan also includes a range of activity to encourage

considerate parking and responsible driving in the vicinity of the school, in order to minimise the impact of those who do travel by car on the local area.

Recent activity has included:

- New cycle/ scooter shelters
- A voluntary one way system to ease congestion
- The school explored options to stagger the end of the school day but over 50% of parents disagreed with the proposals and the school did not proceed with this plan.

Proposed activity for this year includes:

- Revisiting options for a walking bus and park and stride sites
- Broadening existing safety training to other age groups
- Exploring options for kerb side drop off where parents pull up to the kerb either outside the school or very nearby and teachers, other parents or volunteers open the door and transfer the pupils to the school grounds. This reduces the time each car spends outside the school to keep the traffic moving and reduce congestion.
- Discussions with Surrey County Council to explore the feasibility of improved walk and cycle routes. The county council has compiled a 'dot plot' of where pupils live in relation to the school to inform these discussions.
- A further survey to see how mode of travel to the school has changed.

Wonersh and Shamley Green School

The school is located in a rural area to the south of Guildford and was earmarked for expansion to meet a rising need for school places in the area. The proposal was for the expansion of the school from a one form entry infant school to a one form entry junior school, increasing the capacity of the school from 90 to 210 children and increasing the age range from 4-7 to 4-11.

For the majority of the children currently enrolled, Wonersh and Shamley Green is their closest school but given the nature of the area, the majority arrive and depart by car with little or no option for alternative means of transport. The expansion will mean that many children who currently have to travel further afield for junior schools will be travelling shorter distances.

Proposals to mitigate the transport impacts of the development also aimed to address existing problems. These included:

- Parking provision expanded from 30 to 47 spaces
- Modifications to the school access to improve visibility and turning movements
- Staggering the start and finish of the school day

- Widening the school access road to remove existing pinch points and to permit two vehicles to pass
- Formalising the one-way drop off system currently used in the mornings.

Planning permission was granted January 2014 when it was accepted that the proposal provided adequate capacity on site for parents to drop-off and collect their children particularly considering the additional vehicles would be spread over an extended period of time.

Leatherhead Trinity School

Leatherhead Trinity School is located in the urban area of Leatherhead and was formed from the merger of three local schools. The school is a two form entry primary school with a total of 420 children, although one of the reception classes is currently located away from the main school site. The main site consists of a purpose built school with facilities for parents to pick up and drop off children. It is unusual for such a facility to be provided and it was justified on the basis of the localised circumstances relating to this site. It was considered that it struck a balance between the interests of residents and the provision of educational facilities and also between the competing concerns of different groups of residents.

Vehicular access to the school was from a private road and the school also has two pedestrian only accesses. The school was completely rebuilt in 2008 and the parent pick up, drop off and parking area was provided as part of that within the school grounds. This provides 66 spaces for parents.

A planning application submitted in 2013 for a new classroom to facilitate the off-site reception class to be moved into the school included analysis of the operation of the parent parking area and other information about school travel. This showed that 52% of pupils walked, cycled or scooted to school and 43% came by car. Although there was spare capacity for cars in the morning drop off, at pick up time in the afternoon demand for spaces exceeded supply and parents park on local roads. The provision of facilities for parents within the site has reduced the impact of parent parking on local roads but it has not removed it completely.

Promoting cycling to school - Sustrans Bike It project

The Sustrans Bike It project is a behaviour change programme that aims to create a sustainable culture of safe cycling to school. It has been operating in Reigate and Banstead Borough for nearly seven years, and is currently being delivered in 40 local schools. This includes state, independent, primary, secondary and SEN schools.

The project is delivered by a regional Sustrans officer, who works intensively with a small selection of schools over a period of one year; six new schools are recruited each academic year. The officer takes a four-stage approach:

- raising awareness of the benefits of cycling through assemblies, parent and staff engagement and school events
- empowering the schools by providing cycle routes, coordinating the delivery of cycle training and sourcing suitable cycle storage facilities
- motivating the pupils through fun events and activities
- creating a sustainable culture through training school staff and offering an awards scheme as a framework for monitoring progress.

The officer works closely with community partners such as bike shops, other cycle schemes and the local authorities.

The impact of this work has been considerable; average cycling figures in Bike It schools have risen from 8% to 24% over the seven year period. In schools that began the project in 2011, regular car use for the school run decreased by 5% from 56% to 51% over a year. Schools that have been involved with the Bike It project since 2009 have seen regular car use drop from an average of 63% to 51%. In their first year of engagement, schools often see regular cycling figures (at least once a week or more) increase by an average of 10%.

Appendix 2 – Summary of actions

Ref	Action	Who	Timescales	What we are aiming to achieve
1.	The Local Transport Strategies being developed for each district and borough will consider the impact of and needs arising from planned school expansions and include mitigation in each strategy's infrastructure programme	Transport Policy Team	Throughout 2014	<ul style="list-style-type: none"> • Provide context for school travel plans • Ensure school transport priorities are identified and included in programmes of required infrastructure, and can be included in bids for funding
2.	Performance monitoring and reporting of agreed measures	Sustainability Community Engagement Team	From July 2014	<ul style="list-style-type: none"> • Collate information to monitor the impact of this strategy and inform a review of the strategy autumn 2015
3.	All planning applications for a permanent expansion will be accompanied by at minimum a framework travel plan	Property Services	From April 2014	<ul style="list-style-type: none"> • Ensure the Planning & Regulatory Committee can identify whether proposed mitigation measures are sufficient, and respond appropriately to any transport related objections to applications
4.	Produce high quality, robust travel plans for expanding schools, in consultation with schools and all relevant stakeholders	Sustainability Community Engagement team	From March 2014	<ul style="list-style-type: none"> • Ensure travel plans are standardised and also able to respond to the specific needs of the site • All relevant stakeholders, including Local Committees and county council members, will be involved in the process of producing and monitoring travel plans
5.	Develop an evidence base of the impact of travel planning and collate replicable good practice, and use these to inform future work	Sustainability Community Engagement team	From March 2014	<ul style="list-style-type: none"> • Build on learning from each expansion and collect evidence to use to inform future expansion plans

Ref	Action	Who	Timescales	What we are aiming to achieve
6.	Continue to seek external funding for behaviour change initiatives which support school travel plans	Transport Policy team and Sustainability Group	From March 2014	<ul style="list-style-type: none"> • Agreements with external agencies such as Living Streets and Sustrans to complement the work of the Community Engagement Team • Infrastructure to support and help deliver travel plans
7.	Information on planned expansions to be shared with Local Committee	Schools Commissioning team	From July 2014	<ul style="list-style-type: none"> • Ensure Local Committees take into account school expansion plans when agreeing their programme of infrastructure improvements
8.	Feedback from public consultation events to be shared with the Transport Development Planning team (TDP)	Schools Commissioning team	From April 2014	<ul style="list-style-type: none"> • Enable TDP to anticipate likely concerns and ensure the travel plan takes the issues into account in its proposals, reducing delays once an application has been submitted
9.	Regular liaison between the consultants carrying out the transport assessment and all relevant teams, as the transport assessment is carried out and planning application and travel plan are drawn up	Property Services, Sustainability Community Engagement team and TDP	From April 2014	<ul style="list-style-type: none"> • Fewer delays and unanticipated costs
10.	Transport mitigation measures for schemes cross-referenced with other infrastructure programmes	Property Services	From April 2014	<ul style="list-style-type: none"> • Ensure infrastructure improvements are joined up, take place in a sensible, cost effective order and do not negatively impact on each other
11.	Review of end to end process around school place programme	Planning & Development Group, Property Services and Schools Commissioning	During 2014	<ul style="list-style-type: none"> • To refine processes and ensure they help deliver the objectives of this strategy

Ref	Action	Who	Timescales	What we are aiming to achieve
12.	The local transport review will consider the impact of the review on schools, in the light of planned expansion programme, and look at possible activity to encourage a greater take up of school bus services	Travel and Transport Group	During 2014	<ul style="list-style-type: none"> Minimise the impact of the review on options to travel by public transport to Surrey schools Increase commercial viability of bus routes that serve schools
13.	Review Surrey County Council Vehicular and Cycle Parking Guidance	Area Highways team	During 2014	<ul style="list-style-type: none"> A revised policy which ensures a flexible approach which can meet the needs of individual schools and areas and consider each case on its own merits, taking into account local context Incentivise local authorities and other organisations to provide suitable short term parking where appropriate and necessary for pick up and drop off
14.	Prioritise, discuss and plan school expansion parking and travel arrangements at Local Committee Parking Task Groups Prepare crib sheet to inform these discussions.	Area Highways team Sustainability Community Engagement Team, TDP and Area Highways team	From July 2014	<ul style="list-style-type: none"> Enable committees to respond to requests for parking restrictions and enforcement strategically, taking into account the cumulative impact of planned development and the current and proposed restrictions on an area
15.	Ensure the capital budget for the schools place programme can provide for sufficient mitigation measures as considered appropriate by planning requirements	Finance and Property Services	From April 2014	<ul style="list-style-type: none"> Ensure funding is available for transport mitigation to avoid local transport problems Achieve best value by avoiding retrofitted mitigation

Appendix 3 – Those involved in developing this strategy

This strategy was developed by a Task Group of Surrey County Council's Planning & Regulatory Committee. Members of the Task Group were:

Keith Taylor – Chairman

Jonathan Essex

Margaret Hicks – also representing Local Committee Chairmen

George Johnson

Richard Wilson

Officer support for the Task Group was provided by:

Dominic Forbes, Planning & Development Group Manager

Rebecca Harrison, Sustainability Community Engagement Team Leader

Hannah Philpott, Strategy Group Senior Policy Manager

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The following people were interviewed by Task Group members and officers:

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Keith Brown, Schools and Programme Manager

Bill Christie, Senior Project Manager Schools

Lyndon Mendes, Transport Policy Team Manager

Paul Millin, Travel and Transport Group Manager

Andrew Milne, Area Team Manager (NW)

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