

Spalding Transport Strategy 2014 - 2036



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1 Introduction

Lincolnshire County Council and South Holland District Council worked together to develop a transport strategy for Spalding and the surrounding area.

1.1 Spalding Transport Strategy

The Spalding Transport Strategy (Strategy) has been developed jointly by Lincolnshire County Council's Highways Alliance and South Holland District Council.

The Strategy provides an approach to the improvement and provision of transport and access for the town and surrounding area. The Strategy addresses existing issues and supports proposals for significant growth in the town in the short, medium and long term. The Strategy covers provision of improved and sustainable transport policy, services and infrastructure. It is designed to support economic development aiding the long term prosperity of Spalding and the surrounding area.

From the outset the Strategy has been developed with the close co-operation of Lincolnshire County Council (LCC) and South Holland District Council (SHDC) as well as key stakeholders and through wider public engagement. Adopting this approach at an early stage should ensure the Strategy complements and supports other local and national policy including:

- the emerging South East Lincolnshire Local Plan which will outline growth in the area

over the next 22 years, including sites for development and guidance on the sort of development that will be permitted;

- Lincolnshire Local Transport Plan 4;
- The Lincolnshire Rail Strategy;
- The National Planning Policy Framework; and
- Transport White Paper: Growth, Cutting Carbon – Making Sustainable Local Transport Happen.

This document proposes interventions which can be delivered over a range of time frames as the town expands, and provides a sustainable framework for transport infrastructure investment in Spalding for the next 20 years or so. The Strategy aims to emphasise potential partnerships to delivery and how the planning process can be used to enable economic development and deliver supporting transport interventions, whilst maintaining Spalding as a high-quality place in which to live and work.

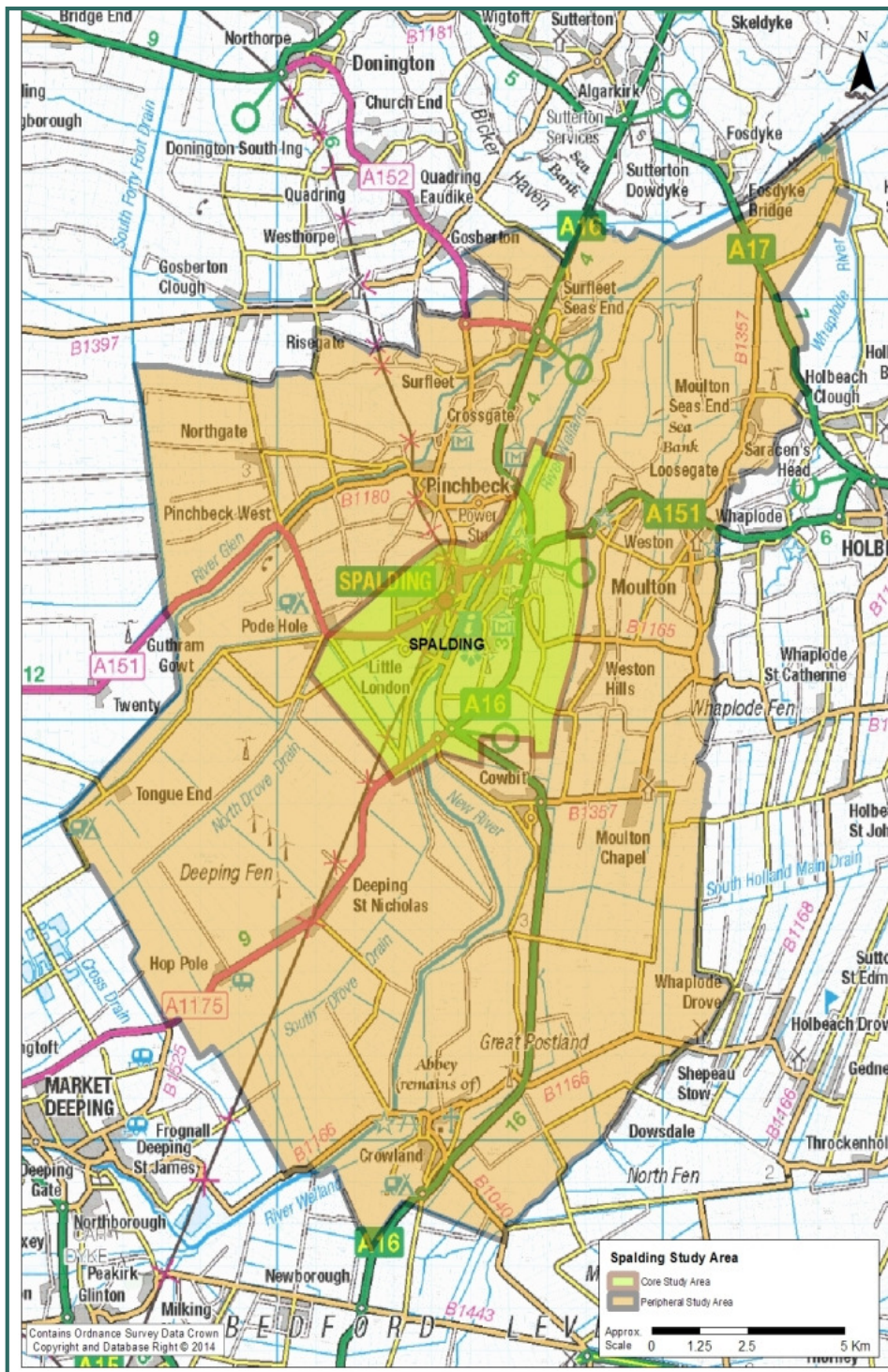
1.2 The Study Area

The Strategy's study area is presented in the figure below.

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Strategy Study Area





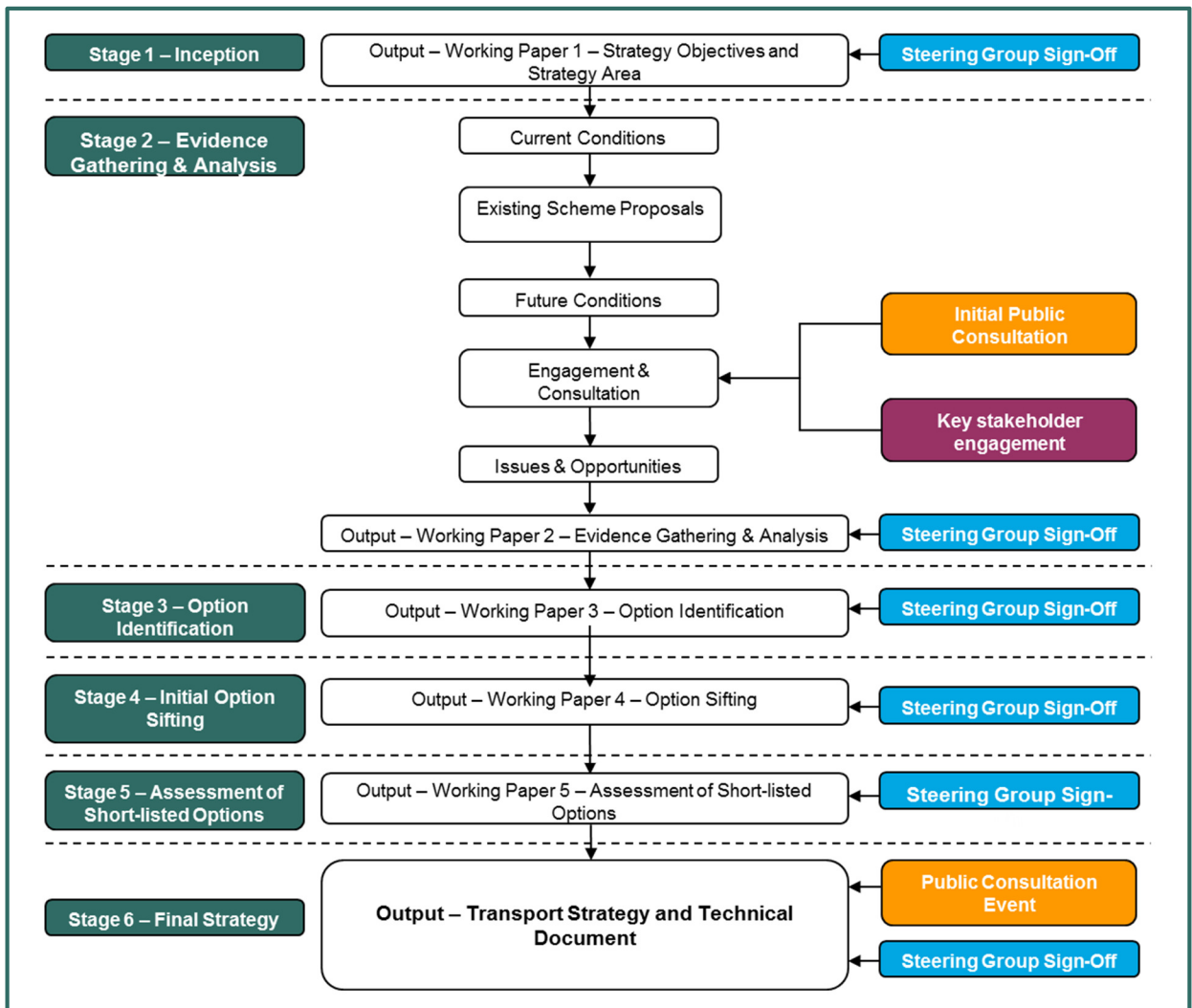
2 Strategy Process

2.1 Developing the Strategy

A 6-stage process was used to develop the Strategy. The diagram sets out this approach, highlighting the outputs from each stage of work and the key input

from the Steering Group, key stakeholders and public consultation.

The Spalding Transport Strategy



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2.2 Steering Group and Key Stakeholders

The Steering Group consists of representatives from different departments within LCC and SHDC.. They bring together local knowledge with transport and wider planning expertise. The group provided input at all phases of the strategy development, commenting and signing off each stage following completion of the outputs.

Key stakeholders were consulted at workshops organised at an early phase of the project. These were attended by a range of interested organisations and consisted of a briefing session with a chance for people to share their initial thoughts on transport issues affecting the town.

Background to the study was provided by officers from LCC and SHDC who indicated how the strategy will complement both the future South East Lincolnshire Local Plan and the proposed Spalding Western Relief Road.

A further briefing and workshop occurred in June 2014 following the release of the draft strategy to the public, where the views of stakeholders were once again sought.

2.3 Public Consultation

Public engagement was sought at two stages of this process. The first took place at Stage 2 of the Strategy development and involved engagement using press, websites, divisional newsletter and the district newsletter. This was designed to inform the public that a strategy was in development and asked all interested parties to share their thoughts and views on transport problems. The initial engagement concluded on 31 December 2013.

The second public consultation took place in June and July 2014 towards the end of the study. The public were given an opportunity to attend an exhibition, read the draft strategy and comment. Thoughts from the key stakeholders and public consultation were discussed by the Steering Group and the draft strategy refined.

2.4 Working Papers

In order to develop this Strategy a number of study processes were undertaken and a series of working papers were produced. These working papers provided the basis for the draft strategy, including data gathering, consultation, identification of problems and issues, option development and option assessment.



3 Background

Like many communities in Lincolnshire, Spalding has the potential for significant growth over the coming years. Even before this growth we recognise there are areas of the town which suffer traffic congestion along with poor travel options for non-car based travel.

The Strategy aims to address existing transport issues and supports the emerging proposals for significant housing growth in the town.

Existing sources of data and information have been reviewed, alongside views of stakeholders and the public, and national and local policy, to provide a broad understanding of the issues and opportunities affecting transport in and around Spalding. This work was undertaken and is covered in more depth in Working Paper 2.

3.1 Spalding

Accommodating growth and sustainable development

Both national and local government land use and transport policy are focussed on supporting growth and sustainable development, including providing the infrastructure required to support these goals.

As with many areas of Lincolnshire and further afield, Spalding will be the focus for significant growth over the coming two decades and this will generate additional pressures and demands on the local transport network. The Local Plan preferred option consultation documents identify several locations for growth in the period through to 2036, including employment and housing sites. Sites with permission

include Holland Park with 2,250 dwellings and 800 new dwellings at Wygate Park to the west of the town. The emerging Local Plan suggests up to 13,950 new homes across South Holland District could be built between now and 2036 with population forecasts predicting an increase of 31% between 2013 and 2035. This was based on Office for National Statistics data, for which recent updates have forecast lower growth of 19%. The Transport Strategy will support the Local Plan proposals and sets out the extent of new transport infrastructure and services required to support them.

Society and Economy

South Holland District has fared better than Lincolnshire as a whole during the recent economic downturn, with the fall in the number of businesses lower than the rate for the county in total. Spalding has a greater percentage of residents working in the agriculture and manufacturing sectors than the national average, which is likely to present its own set of transport challenges. For example, these sectors are more likely to generate commuting journeys outside the traditional peak hours and are also likely to require more goods vehicle journeys than sectors such as finance and public administration.

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The Greater Lincolnshire Local Enterprise Partnership published the Agri-food sector plan in March 2014. The sector is very important to Spalding's economy and the county's Gross Value Added (GVA) figure. The plan emphasises developing the economic case for investment in strategic transport links in the Spalding area - both road and rail - to support and grow the industry.

Health and Well-being

The Lincolnshire Health and Wellbeing Board acts as a forum for leaders from the health and care system to work together to improve the health and wellbeing of the people of Lincolnshire and to promote the integration of services. The Board is responsible for producing a Joint Health and Wellbeing Strategy for Lincolnshire based on the priorities identified in the Joint Strategic Needs Assessment. The Joint Health and Wellbeing Strategy sets out the commissioning direction and priorities for the next five years and is endorsed by LCC, District Councils including SHDC, Clinical Commissioning Groups (CCG) including Lincolnshire South CCG, Healthwatch Lincolnshire and the NHS England Lincolnshire and Leicestershire Local Area Team.

Of the five Joint Health and Wellbeing Strategy themes, active travel is relevant to several - promoting healthy lifestyles, improving the health and wellbeing of older people and improving health and social outcomes for children. Transport is not mentioned specifically but could fit within the hierarchy of outcomes, priorities and actions in each of these areas related to tackling obesity and improving people's sense of mental wellbeing, for example.

Opportunities, therefore, exist to engage with public health practitioners as a source of expertise in delivering healthy lifestyle campaigns and for the Lincolnshire Health and Wellbeing Board to influence partners' commissioning decisions to help fulfil the aims of this Strategy and ensure alignment with the Joint Health and Wellbeing Strategy.

3.2 Transport in Spalding *Strategic roads*

Spalding is relatively remote from the trunk road network, although this situation was improved by the investment to construct the new A16 (A1073 as it was) between Spalding and Peterborough, completed in 2009. The A47 to the south at Peterborough and the A1 to the west are approximately 15 miles and 22 miles away respectively, and are the closest roads which make up part of the Highways Agency's Strategic Road Network. Both the A1 and A47 are accessed via the A16 to the south of the town with the A1 and routes to the north accessed via the A151 or A17. The most important (non-trunk) roads serving Spalding are the A16 and A151 which run north-south and east-west respectively.



A16 / B1180 roundabout

Route Action Plans (RAPs) are currently being prepared by the County Council for the major strategic routes in

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Lincolnshire (A15 / A16 / A17). These studies will identify existing constraints to the network, suggest and prioritise interventions and provide a framework for future funding bids. The Transport Strategy will support any proposals contained in the A16 study which fall within the study area boundaries.

Rail

Spalding Railway Station is located to the west of the town centre. It is served by trains from Peterborough on weekdays and Saturday, and trains also run to Sleaford and Lincoln with some services extended to Nottingham and Doncaster. The East Midlands passenger franchise will be tendered in 2016/17.

The station has a 45-space car park for which there are charges in place for users. There are eight cycle stands at the station, with some located in the car park area and others provided on the platform.

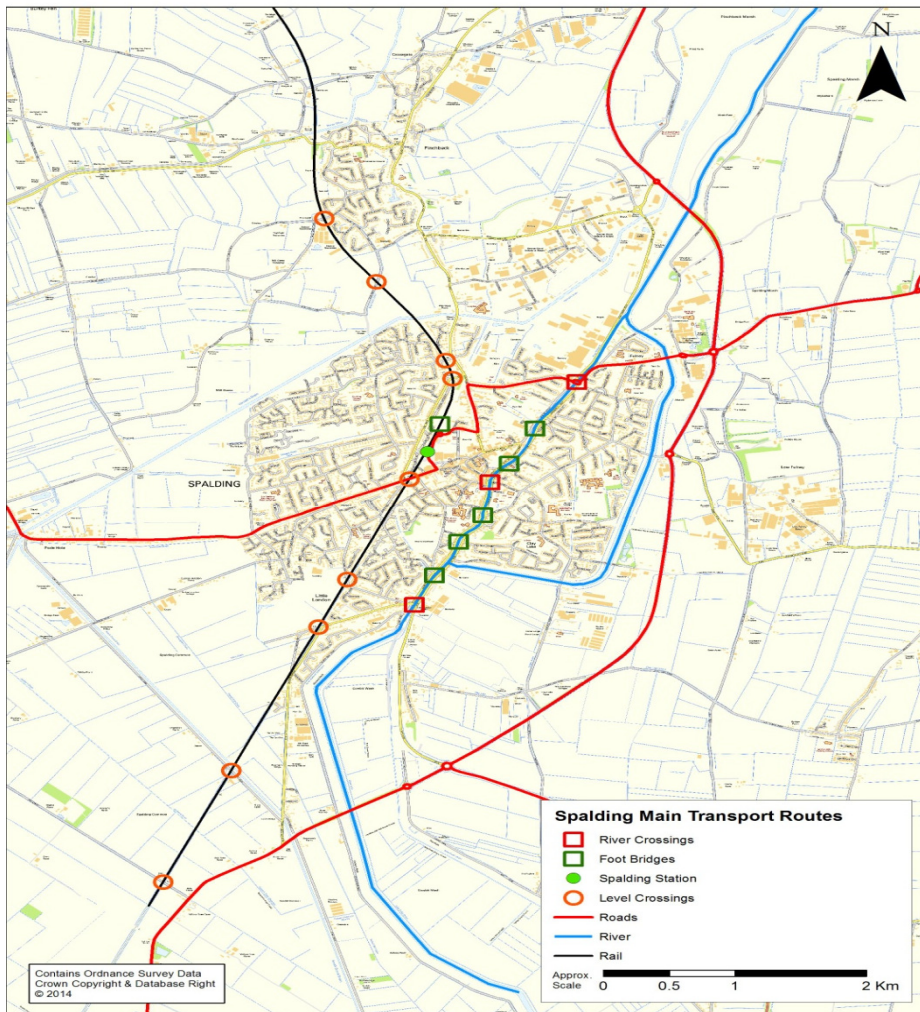


Spalding Railway Station

There are, however, a number of issues with the existing services which limit the potential for further growth. The line northwards to Sleaford and Lincoln only operates for 9 hours per day which means passenger services are concentrated in inter-peak periods and are not useful for commuters working full-time hours. In addition there are no services at all on Sundays, an issue afflicting large parts of the Lincolnshire network. Since 2007/08 Spalding Station has seen a slight decrease in passenger numbers. This is against a backdrop of rises in Lincolnshire and nationally of 12% and 19% respectively. The existing station is felt to be slightly detached from the town centre and quite run down in comparison with other stations in the county.

The main roads and railway lines as well as level crossings and river crossings are shown in the map below.

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Spalding Transport Map

Severance

Accessibility to the town centre is somewhat constrained by the presence of the railway line which bisects the town in the west and the River Welland which runs from the north-east to the south-west. These features can present barriers to movement and a feeling of severance particularly for walkers and cyclists.

For motorists, congestion in Spalding often occurs at level crossings when barriers are down and junctions at river crossings including Twin Bridges and High Bridge. Severance is seen as a particular issue for people living in the

west of Spalding as most of the facilities (town centre, secondary schools, and hospital) in Spalding are to the east of the railway line, an issue which could be exacerbated by the increased residential development in the west.

Some steps have already been taken to reduce this severance, although further work is required in order to realise the full potential of these measures. For example, the footbridge over the railway line linking Kings Road and Park Road is well located but does not necessarily present an attractive or

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viable option for all pedestrians and cyclists.

The bridge itself is accessed via open ground near Kings Road, and the backs of houses and garages on Park Road. The route has limited lighting which raises safety and security concerns, particularly outside of daylight hours.

The addition of a wheeling ramp makes it possible for cyclists to cross the bridge without having to lift and carry their bicycles up and down the steps, although a full length ramp would improve access for those with pushchairs or reduced mobility.



Wheeling ramp on the footbridge

The Town Centre

A previous survey revealed that between 2006 and 2010 there was an increase in traffic entering the town centre in the morning peak-hour. There is currently sufficient car parking space to meet this demand, although this could become an issue if traffic continues to grow at this level. Within the town centre itself a number of issues have been raised in relation to severance and how the existing bus and railway stations have an 'out of town' feel being located some distance

from the compact core. Accessing both might prove an unattractive proposition for pedestrians and cyclists particularly those with mobility impairments. Current pedestrian routes are indirect and involve crossing main roads.

Cycling

Investment has been made in local cycle routes in recent years through improved signing and the provision of both on-road and off-road paths. This includes an off-road path in the centre of Spalding along the River Welland between Church Street and the A151, and the on-road Cycle Route 12, which runs south from Spalding Rail Station. This provides a solid base from which the network can be developed further fully linking the various amenities in and around Spalding.

A cycling strategy proposing improvements and routes has been put forward by Pinchbeck Parish Council and a countywide cycling strategy is currently in development. The strategy will prioritise funding for areas so in order to receive funding, plans for South Holland will need to be sufficiently developed and present a viable case.

Level Crossings

A major concern of both stakeholders and the public in Spalding are the presence of level crossings in the town and the impact this has in terms of both delays to motorists and severance of the town. This is a particularly pressing issue for east – west movements which must cross the railway at a level crossing but also in many cases cross the River Welland.

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Winsover Road Level Crossing

The issue at level crossings is likely to worsen as a result of Network Rail's ongoing upgrade of the GN/GE Joint Line (Joint Line). This will see railway capacity improvements and increased freight movements allowing paths for up to 3 trains per hour in each direction. Further capacity could be created in the longer term. If the line was to reach capacity this would lead to a significant increase in the amount of time the level crossing barriers are down during every hour.

Bus

A bus station is located to the north of the town centre served by local and inter-urban routes. The town is served by the 'Into Town' network which provides a half-hourly 'figure 8' route around the town on weekdays and Saturdays. A number of other routes also serve outlying villages, although these supported services have had to be reduced in recent years as the result of funding cuts. There is a fairly comprehensive network of inter-urban services to locations such as Boston, Peterborough and King's Lynn.

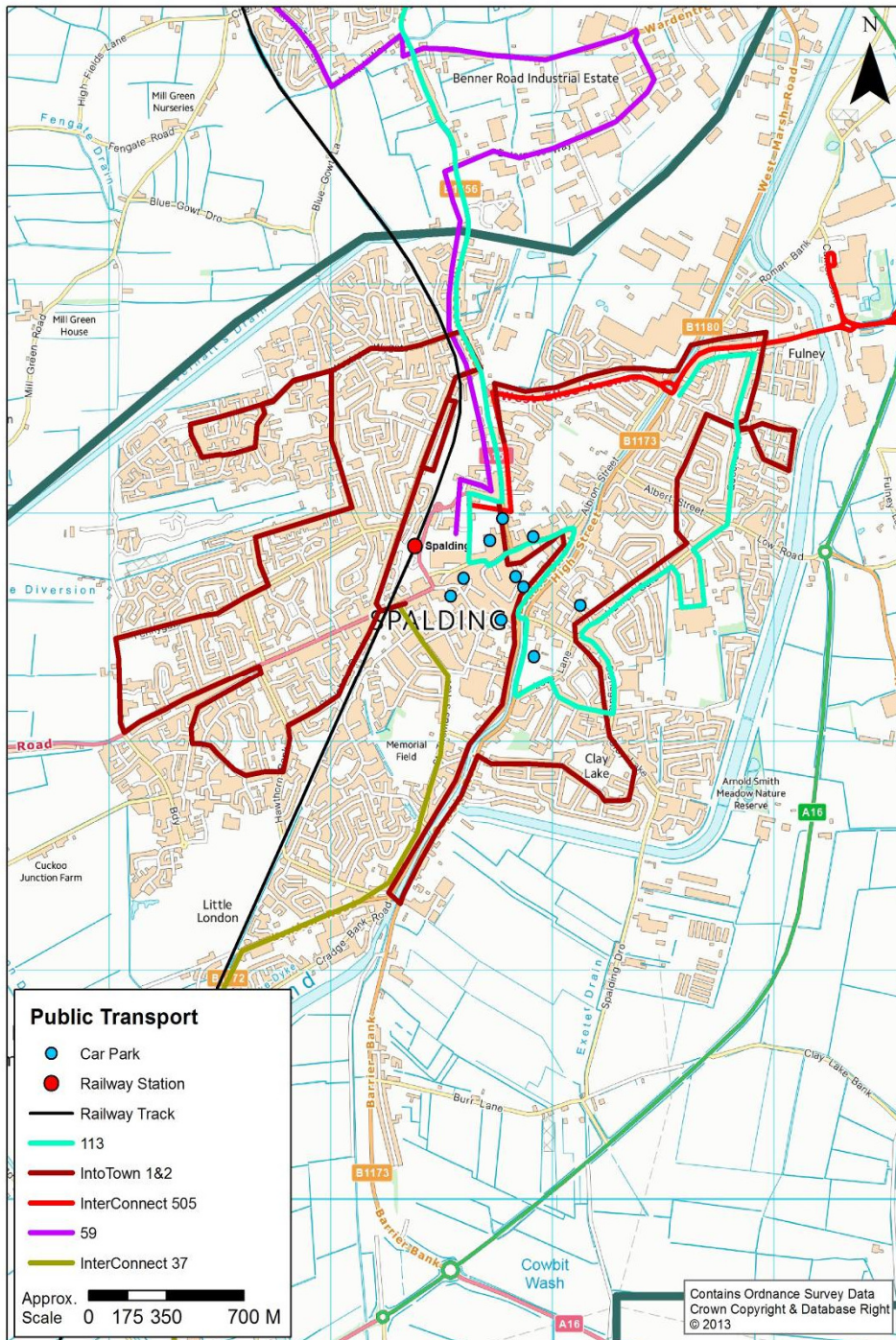
Recent patronage figures show increases in the use of Into Town Services as well as improvements in reliability.

A map of services is shown overleaf.

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Bus Routes in Spalding



Water Taxi

The Water Taxi runs between the town centre and Springfields Outlet Shopping Centre and Festival Gardens, via the River Welland and Coronation Channel, in the summer months. The thirty minute journey is

perceived to be aimed at the tourist market, particularly since the embarkation points are 1.5 miles apart by road. It is therefore unlikely to impact significantly on the day-to-day travel habits of Spalding's residents, but instead serves a purpose as a

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tourist attraction, whilst also encouraging visitors to see different parts of the town.



Springfield Shopping Water Taxi

Road Safety

Based on police accident statistics Spalding has a higher rate of slight and serious accidents than the rate for Great Britain as a whole. Accidents are clustered around the town centre, for example on Swan Street, despite lower speed limits in town. Winsover Road also has a high accident rate. On-street parking reduces visibility at junctions and along streets, which may be a factor in these figures. Across Spalding in 2012, over 57% of accidents involved pedestrians, cyclists or motorcyclists.

Future Traffic Conditions

Traffic modelling conducted as part of this study suggests that the opening of the Spalding Western Relief Road (SWRR) would provide access to new developments to the west and north of Spalding and the extra highway capacity which is needed to accommodate traffic growth associated with these developments. The inclusion of the SWRR is also forecast to cause re-routing of some car journeys which currently pass through the town centre, particularly on the A151. However this is unlikely to lead to a significant net decrease in traffic

flow and associated congestion on roads in the town due to the increased level of trips including those to and from new developments.

A number of junctions were also identified in the modelling as either at or approaching capacity when development traffic is added including:

- A16 / B1180 roundabout;
- A16 / A151 roundabout;
- Park Road / Winsover Road;
- Park Road / Pinchbeck Road;
- Winsover Road / St Thomas's Road;
- Twin Bridges junction; and
- High Bridge Junction.

Spalding Western Relief Road (SWRR)

Proposals for the SWRR link the B1172 (Spalding Common), in the south-west of the town, to the B1356 (Spalding Road) in the north. The scheme is an integral part of both the 4th Lincolnshire Local Transport Plan and the emerging South East Lincolnshire Local Plan. The scheme has been identified as one of four major schemes within Lincolnshire in the short to medium term. The scheme is important locally because it will play a major role in opening up development sites including Holland Park and other sites in this locale; it also provides an alternative route to the congested A151 route which passes through the centre of Spalding.

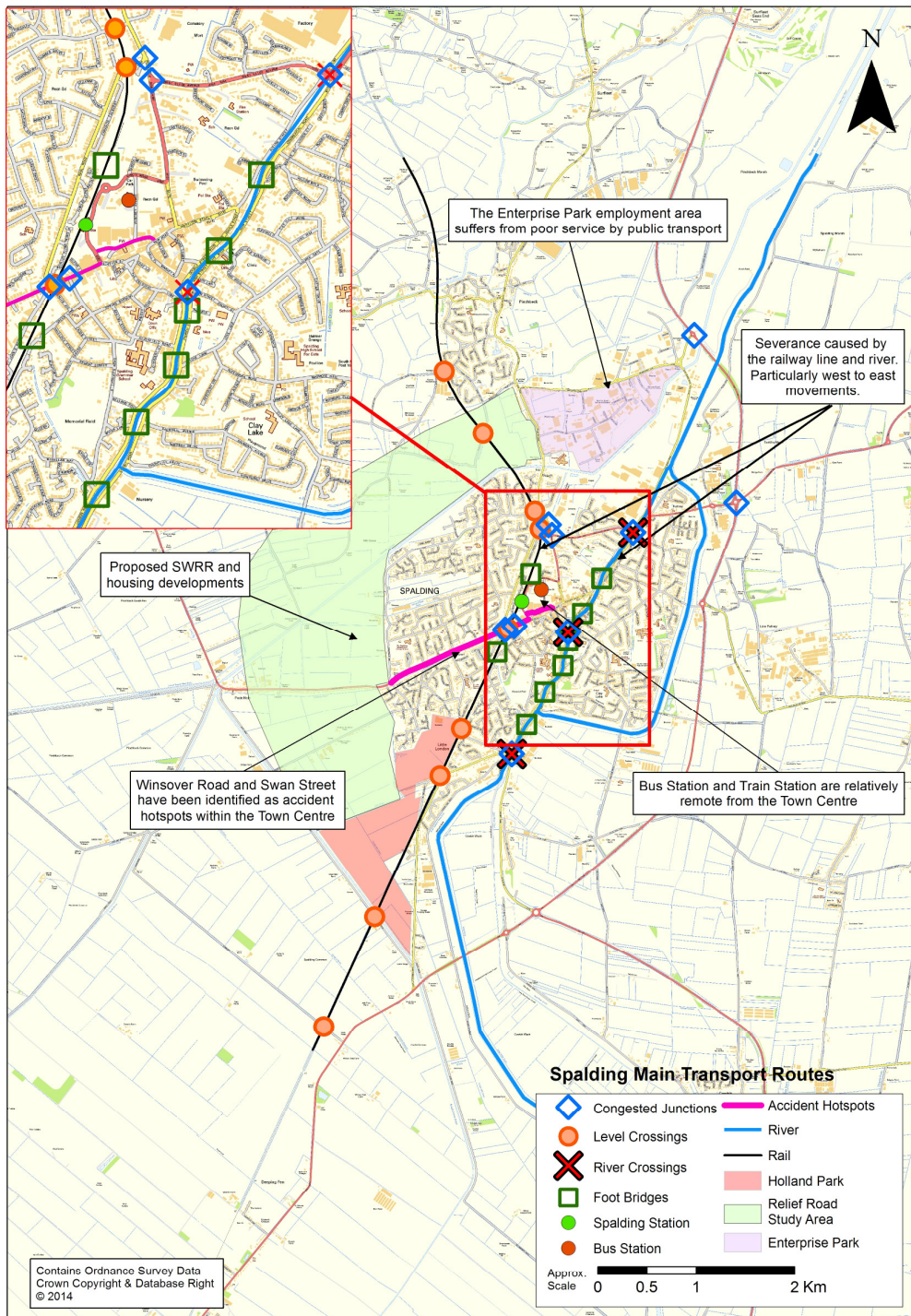
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Summary

An overview of the most important transport issues affecting Spalding are presented in the map below.

Summary of Transport Issues in Spalding



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Opportunities and Issues

Analysis has been carried out on the background information which identified not only a number of strengths but also some issues which could potentially present challenges when implementing the final Strategy. In shaping the Strategy consideration has been given to both of these matters, with measures identified that attempt to play to the strengths in Spalding whilst also meeting the

challenges presented by the issues. In some cases points present opportunities but could become issues if not recognised and effectively managed. For example, a growing population presents a number of opportunities for economic growth, but could become an issue if transport capacity is not expanded to allow for more journeys.

Summary of Issues and Opportunities in Spalding

Policy

- The key aims of the Government's transport policy are to support sustainable economic growth and reduce carbon emissions.
- South Holland District Council still makes use of Section 106 Agreements
- LTP4 highlights the importance of delivering transport infrastructure to enable Spalding to cope with increased rail freight traffic and the associated level crossing down times.

Socio-economic

- Almost 3,500 pupils attend the three local secondary schools in Spalding, generating significant movements of pupils through the town, in particular to the concentration of secondary schools on the eastern side of the railway and river.
- Spalding has higher rates of business loss compared to county figures.
- There is a wide range of employment rates within the Spalding urban area.
- Salaries are rising at a higher rate than the national average which could potentially make encouraging modal shift from car more challenging.

Growth and Development

- Projected population growth in South Holland will be above the national average up to 2035, with the majority of this growth focused on Spalding.
- All age categories see projected population growth, with growth in South Holland's working-age population putting increased pressure on the transport infrastructure to access employment.
- There will be a need to accommodate increased travel for all journey types in connection with the planned growth of Spalding.

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Environment

- Road transport in South Holland produces a higher proportion of overall CO₂ emissions than the national average.
- There is a lack of other environmental data, such as noise mapping in South Holland.

Highway Network

- The level crossings in Spalding restrict the movement of traffic and cause congestion, particularly east-west movements during peak periods.
- Peak-hour town centre traffic increased by around 15% from 2006 to 2010.
- Congestion due to increased down time of level crossings is likely to increase with more rail freight using the railway line. East/west journey times will therefore increase.
- The number of licensed vehicles has shown a slight increase of 1.6% in Spalding since 2008 despite a growth in population of 6%. There is therefore a need to provide services (e.g. an increase in bus frequencies) and infrastructure (e.g. walking and cycle paths) for increasing numbers of people without access to private vehicles.

Freight

- Data indicates a reduction in HGVs as a percentage of total vehicles in the town centre.
- The agri-food business requires good links to national transport networks.

Parking

- On-street parking levels within the town centre are quite high.
- The available data indicates that the car parking provision is more than sufficient for the current demand in the town. However, further analysis would be required before decisions on car parking provision could be taken in light of projected increases in population.

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Rail

- The station requires investment and is rather detached from the town centre.
- Rail connections are limited with no services on Sundays and only Peterborough can be reached at peak times.
- Rail patronage in the Strategy area decreased by 0.56% between 2007/08 and 2011/12. Passenger journeys per head of population also decreased slightly.
- The East Midlands franchise will be tendered in 2016/17, with the new franchise starting in October 2017.
- Planned works to upgrade the local rail line for freight will have impacts on traffic flow within the town centre, due to delays at level crossings. However, there could also be a general reduction in the amount of HGV traffic if this is successfully transferred to rail.

Buses

- There was a small increase in bus patronage of 1.7% between 2010 and 2013 for Spalding Into Town routes.
- Feedback from operators, however, shows that some town centre services have experienced a reduction in patronage due to reliability problems arising from congestion within the town centre.
- Increased patronage overall is encouraging as it shows potential for further promotion of sustainable travel.

Cycling and Walking

- Three of the four cycle survey sites have seen a decrease in cyclists over the last ten years.
- Several existing on and off road cycle paths in the town lay a foundation for further development of the cycle network.
- Lower than average walking rates along with a lack of safe pedestrian crossing points leave room for improvement.
- Good footway provision along main roads and pedestrian-only streets in the town centre provide a good basis for improving pedestrian provision across the town.

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Sustainable Travel

- Census travel-to-work data shows that car travel remains dominant in Spalding, with cycling declining. However, levels of walking and bus travel to work have increased.
- Residential and retail areas are well served by public transport but employment areas on the edge of the town are not.
- Walking and car travel are the most dominant mode of travel to school with very low numbers of pupils cycling.
- The introduction of Bikeability, whilst still in its infancy, has generally been well received by schools. However, the take up of various initiatives on offer to employers, schools and other organisations are quite low given the opportunities available.



4 Introducing the Strategy

Setting out a strategic vision, objectives and desired outcomes

4.1 Vision

The Strategy's vision is based on a series of key themes which set an agenda for the development of Spalding. Within this context the Strategy will provide solutions to meet the future travel needs of residents and visitors to Spalding.

At an early stage of the project, the SWRR was identified as the most important proposed infrastructure project for the local area. The Strategy supports this project whilst also identifying complementary measures. These measures will be sustainable, encourage economic growth and improve the quality of life.

4.2 Objectives

The vision outlined above informed a set of objectives which were developed in Stage 1 of the project and refined following public and stakeholder consultation in Stage 2.

As the Strategy was intended to form part of a hierarchy of documents, supporting relevant policies and strategies at national and county-wide levels, the formulation of the objectives which have steered the preparation of the Strategy also had regard to the objectives contained in these higher-

level policies and strategies, including the emerging South East Lincolnshire Local Plan and the 4th Lincolnshire Local Transport Plan.

4.3 Desired Outcomes

As well as setting objectives which have guided the Strategy within the wider context of land use and transport policy, specific outcomes have been set. These are quantifiable outcomes which can be achieved as a direct result of measures contained in the strategy. This is necessary because not all of the objectives can be delivered by the Strategy alone. For example, the Strategy will support the sustainable development, regeneration and growth of Spalding, but it cannot deliver this objective on its own. Outcomes have therefore been identified which the Strategy has the ability to deliver in its own right, without relying to a significant extent on other policies and plans; and consequently, these are transport focussed.

These outcomes will form the basis of the proposed monitoring programme set out in Chapter 6 of this document.

The key themes, objectives and outcomes are contained in the diagram below.

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Existing local and national policy



Strategy Objectives	SP1	To support the sustainable economic growth of Spalding and its environs through transport improvements.
	SP 2	To ensure transport infrastructure meets the needs of existing and proposed developments.
	SP 3	To address town centre congestion by creating an efficient transport network.
	SP 4	To encourage the use of alternative travel modes by improving the quality of journey experience.
	SP 5	To improve connectivity and maximise accessibility by improving travel options, especially for those without access to a private car.
	SP 6	To improve the quality of life for residents by improving air quality and reducing noise levels by removing unnecessary traffic.
	SP 7	To reduce the number and severity of road accidents by reducing the potential for conflict.
	SP 8	To improve the attractiveness and liveability of Spalding for residents, workers and visitors by creating a safe, attractive and accessible environment and encouraging healthy travel and lifestyles.

Desired Strategy Outcomes	O1	A reduction in the amount of traffic entering the town centre core.
	O2	An increase in the share of cycling and walking trips taken into the town centre.
	O3	A reduction in the use of the private car for accessing jobs, schools and the town centre, as a proportion of these journeys.
	O4	An increase in public transport services to Lincoln, Sleaford, and Peterborough.
	O5	An increase in the proportion of the population living within 400 metres of a bus stop providing a minimum frequency of one bus service per hour.
	O6	A reduction in both the number and severity of road accident casualties.
	O7	A reduction in the number of accidents involving cyclists.
	O8	A reduction in carbon emissions from transport.



5 Possible Solutions

Providing a transport system that will support growth and ensure the area remains a good place to live, work and do business.

A large number of potential interventions have been investigated as part of the preparation of this Strategy, in an attempt to resolve existing transport issues and mitigate the impacts of forecasted travel growth. The findings of these studies and the option sifting which took place to reach the final list of interventions are explained in depth in Working Papers 4 and 5.

Crucially, all measures are designed to improve the liveability of Spalding, and to enable sustainable economic development which is deliverable and maintainable. Wherever possible measures build on the existing strengths of transport in Spalding and seek to maximise the effectiveness of existing infrastructure. Larger schemes, such as the SWRR, will require significant capital investment and accordingly, where possible, funding mechanisms have also been identified. These mechanisms are expanded on in the next chapter.

The first section of this chapter highlights packages of measures which can be delivered in the short-term (next 2-3 years). Further sections cover measures which will be delivered in the medium to long-term and in some cases are aspirational.

5.1 Short-term Solutions

It became clear during the formulation of the Strategy that certain proposals

could be delivered relatively quickly and without great expense. These measures focus on maximising the potential of existing infrastructure either through minor alterations or by increasing awareness. They align with the Strategy objectives and are deliverable in the next 2-3 years.

Traffic Signals

Some traffic signal equipment in Spalding is scheduled by LCC for renewal in the next 2-3 years. This gives the opportunity to undertake a comprehensive review of existing provision, including whether signals are required in current locations, whether these could be better optimised and any technological advances since equipment was originally installed.

One such technological advance would be to consider the rollout of MOVA or SCOOT control systems across the town centre which could bring benefits by reducing the levels of delay at these locations.

Signing Spalding

Many improvements have been made to signing in the town centre in the last few years. These cover a diverse range of users including efforts to discourage HGVs from the town centre and improvements to cycling and pedestrian signage. These efforts provide an excellent base on which to build in the near future.

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Cycle and footpath signing

During the initial public consultation the signing of car parking was raised as an issue. It was felt that although capacity was more than sufficient there was poor awareness of car park locations and car parks were poorly signposted, which can lead to extended journeys and confusion. Further **directional signing** could help to improve this situation.

There was also a feeling that the cycling network had gaps, particularly in the town centre. Efforts will be made to **bring together the cycle paths as a network**, which can be aided by **destination signing and mapping** showing routes and how end-to-end journeys can be completed. These could be provided online and/or displayed on signboards on key routes. In the town centre the availability of cycle stands should be clearly marked as this is likely to be the destination for many cyclists.

Infrastructure

Creating a joined-up cycle network could also be aided significantly with small improvements to infrastructure, such as **advance stop lines** which improve cyclist safety and make cycling a more attractive proposition. The **Pinchbeck Road cycleway** will, if fully

implemented, provide an improved cycle link between West Elloe Avenue and Woolram Wygate.

A countywide cycle strategy is currently being developed by LCC which will seek to identify schemes and prioritise funding for cycling. Action plans will also be developed for each urban area. Well-developed plans for cycling in Spalding and engagement with this strategy from an early stage are encouraged.

Reviewing Safety

Through the course of the Strategy's development a number of junctions have been identified where there are existing safety concerns:

- Twin Bridges;
- Winsover Road corridor;
- Little London Bridge;
- Albion Street/ Double Street junction;
- Park Road/Pinchbeck Road; and
- Hawthorne Bank (Winsover Rd end and Little London end).

The strategy recommends **safety reviews be conducted** at these locations to identify possible improvements. From these reviews, interventions will be recommended which might range from minor changes, such as **alterations to signal timings, improved signage or increased enforcement of yellow boxes**, to more major interventions such as changes to **junction layouts** and the inclusion of **pedestrian facilities**.

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Improvements which can be delivered in the short-term with minimal cost will be prioritised with more extensive measures programmed as part of the longer-term strategy.

Improving Access for All

The Strategy recommends that an **access and mobility audit** be carried out for the town centre. This will assist in identifying any existing features which limit access for vulnerable groups, those with limited mobility or disabilities. The audit could consider, among other things, the condition and width of footpaths, pedestrian crossing facilities and legibility of signage. Based on the findings of this study, a list of improvements to be made over the period of the Transport Strategy will be drawn up and prioritised.

5.2 Funding for Roads

A major component of the Strategy is improvement of the road network in order to support the delivery of new housing and employment opportunities in Spalding and the associated traffic growth. This is in line with strategy **objectives 1 and 2** which emphasise the importance of promoting economic growth and also **objectives 3 and 7** which target the need for an efficient transport system and the need to decrease road accidents by reducing conflict between all road users.

Delivering the Spalding Western Relief Road (SWRR)

The **SWRR** has been identified as a vital piece of infrastructure if the desired housing and employment growth levels are to be attained in Spalding and appears in LTP4 as one of four major schemes in Lincolnshire. In addition to its key role as an enabler of economic growth, the SWRR would

serve as a relief road for Spalding. Work undertaken as part of this study shows that the SWRR will be effective in reducing the number of trips which currently pass through town on the A151. It will provide faster access to areas to the north, west and south of the town; and by removing car journeys from the town centre, queues and delays at the level crossings will be minimised.

The initial stage is to be built as part of the Holland Park development and will serve primarily as an access route to this development. The completed road will open in line with further development to the north of Holland Park and to the north of the Vernatt's Drain. Developer contributions through mechanisms such as Section 106 or the Community Infrastructure Levy (CIL) will be used to fund the majority of the SWRR.

Resolving Pinchpoints

A number of other specific locations were identified in earlier stages of the development of this Strategy which **require interventions to avoid excessive congestion arising in the future and to ensure the full economic potential of new development is achieved**. Locations at which there are existing concerns or the traffic modelling has highlighted potential issues in the future include:

- A16 / B1180 roundabout;
- A16 / A151 roundabout;
- Park Road / Winsover Road;
- Park Road / Pinchbeck Road;

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- Winsover Road / St Thomas's Road; and
- Twin Bridges;
- High Bridge Junction;
- Little London Bridge; and
- Left turn filter at the West Elloe Avenue / Pinchbeck Road junction.

measures may be required to mitigate the impacts.

Arrangements at these locations will be reviewed in the short-term and a programme of improvements devised. **Measures which can be delivered with minimal cost and engineering will be prioritised to be delivered in the short-term.** Examples could include banning the right turn from Park Road onto Pinchbeck Road and greater use of yellow box junctions and 'keep clear' markings.



Junction of Winsover Road and St Thomas's Road

The possibility of building a new road bridge across the railway linking Kings Road and Park Road was investigated, but will not be taken further, due to the many issues such an option presents. These include engineering, demolition, the impact on houses and the impact on the local highway network and nearby junctions.



A16 / B1180 roundabout

As development sites are completed in the SWRR corridor it will be necessary to consider the impact on junctions in the vicinity, such as the Bourne Road / Broadway / Monk House Lane junction and its intersection with the Pinchbeck Road. Traffic modelling has indicated that these junctions can be expected to carry increased levels of traffic as a result of developments and remedial

Improved Safety for all Road Users

Pedestrian safety concerns have been raised at several locations in Spalding including:

- Links between Wardentree Lane and Market Way crossing Spalding Road;
- Swan Street / Westlode Street;
- Sheep Market; and
- Stonegate, outside Spalding High School for Girls.

In these locations **improvements to existing or new pedestrian crossings** are proposed. If any of these locations are served by cycle paths in the future then Toucan

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crossings providing crossing facilities for pedestrians and cyclists may be most appropriate.



Pedestrian Crossing

In the longer-term, the opening of the SWRR should reduce the conflict between motorists and other road users by removing some of the traffic from town-centre routes such as the A151.

5.3 Encouraging Sustainable Transport through the Planning Process

The planning process should play an integral role in delivering the strategy objectives. In fact, 7 of the 8 strategy objectives can in part be met by planning decisions.

Best Practice in Design

Significant growth is expected in Spalding in the next 20 years presenting a unique opportunity to influence and shape the future form of Spalding. The goals of a sustainable place to work and live can be realised through insisting on high-quality development with design at the forefront. In order to maximise the sustainability benefits of any development, travel and how it can be influenced needs to be considered as an integral part of the planning process. Best practice guidance **encourages, where appropriate, mixed-use development, which reduces the**

need to travel to reach vital amenities and facilities such as shops, schools and employment.

Within new developments best practice guidance should be incorporated to **provide safe and secure pedestrian and cycle routes**. Where new developments are phased, **safeguards should be put in place to ensure sustainable travel modes and infrastructure can be delivered** as the site grows. Examples include direct footpaths linking neighbouring estates or reserving space for bus gates.

When producing plans for new development, consideration needs to be given to the built environment and how this can bring about improvements in quality of life. Measures which could be included on a site-by-site basis range from **20mph zones** (particularly in the vicinity of schools where LCC have already successfully delivered advisory limits) to **shared space or treatments to road surfaces to provide pedestrian and cycling friendly streets and lighting to improve security**. These measures can bring a wide range of benefits including improved health through increased use of active modes for travel, a reduction in accidents, reduction in noise pollution, improvements in air quality and simply making the area a more pleasant environment in which to live and work.

Making Smarter Choices

Ideally, new residents will be offered the benefit of **personalised travel planning** which highlights alternative modes of travel for commonly made journeys. This measure is likely to be much more effective with new residents

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than with those who already have well established travel habits.



Cycle stands and help point at Spalding Station

Personalised travel planning should be complemented by increased **promotion of alternative modes**. This could take the form of increased **publicity at local community facilities, better signage** or one-off events aimed at affecting a long-term shift in behaviour such as **‘walk to school week’** or a **‘try for free week’** on local bus services (subject to partnerships with the bus operators).

These measures are all deliverable but require long-term commitment and reinforcement as new houses are built and the community expands. They must also form a part of planning consent and funding is often sought from developers.

Developer Contributions

Where large scale development is planned, developer contributions can provide a vital funding source to ensure the infrastructure needs of new and existing residents are met. These contributions are sought from

developers and secured through the planning consent process.

The **Community Infrastructure Levy** is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of an area.

The levy may be payable on development which creates net additional floor space, where the gross internal area of new build exceeds 100 square metres. This limit does not apply to new houses or flats, and a charge can be levied on a single house or flat of any size, unless it is built by a ‘self builder’. The levy can be pooled to deliver local infrastructure including transport projects, and is designed as a replacement for **Section 106** agreements.

Chapter 6 of this document sets out a list of transport improvement packages which CIL could provide SHDC with an opportunity to deliver, with charges to be set out in a separate Charging Schedule to be prepared in association with the Local Plan.

Further information about the CIL can be found in the Government’s Planning Practice Guidance. See link below.¹

¹<http://planningguidance.planningportal.gov.uk/blog/guidance/community-infrastructure-levy/>

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5.4 Improving Spalding for Everybody

A key facet of the Transport Strategy is to improve the attractiveness and liveability of Spalding (SP8). Measures which fall under this category will also have wider benefits including addressing town centre congestion (SP3), improving connectivity (SP5) and reducing the number of accidents (SP7).

Improving the Local Environment

Everybody would like to live, work and enjoy leisure time in pleasant surroundings. Measures in this section encourage healthier lifestyles by encouraging walking and cycling, whilst also aiming to reduce noise and air pollution by reducing dependency on car travel.

Although the Spalding cycle network is fairly well developed, better links to schools and employment in the south-east of the town was identified by stakeholders as desirable. One option could be to enhance the existing right-of-way which runs adjacent to Coronation Channel. This **Coronation Channel cycleway** would provide better links in this part of Spalding for a range of users.

In the town centre the remoteness of the existing bus station from the central core does not provide a pleasant environment for existing passengers or encourage potential users. The **relocation of the bus station** will be considered to improve this situation. Further investigations are needed into the exact location of the new facility, including liaison with operators, but the new site should be easily accessible on foot from the town centre, provide capacity for the expansion of services

and provide a safe and pleasant environment for passengers. Possible locations which have been identified for siting the new bus station include Swan Street - which would involve its closure to other vehicle traffic - or Sheep Market.

Either option reduces the distance and number of roads which must be crossed to reach the bus station from the town centre. As part of the relocation of the bus station, routing of buses through the town centre should be reviewed. The re-opening of the Market Place to buses was considered but this idea will not be taken further as it is not compatible with the markets which take place on Tuesday and Saturday.

The new bus station would require improved facilities including **shelters and raised kerbs provided for better accessibility**. These improvements in facilities should be publicised in tandem with service improvements (frequency improvements, extensions to services, new vehicles). **Other bus stops in the town centre** could also be upgraded and **interchange** possibilities maximised, for example at the railway station.

Additional landscaping and public realm improvements could make these areas more attractive to pedestrians and cyclists, potentially opening up new desire lines between the railway station, town centre and River Welland.

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River Welland Footbridge

The Spalding Waterspace Study, produced in 2010, suggests improvements to pedestrian access between the River Welland and town centre as well as making the river a “green corridor”. Suggested measures to promote this concept include improved signage, a review of traffic calming and car parking on the river banks and improved access points.

Reducing Severance

Severance caused by the railway and river is viewed as a major concern as it impacts all residents and visitors to Spalding. It particularly affects east to west journeys and leads to longer journey times. With the increase in rail freight movements, this issue could worsen due to increased level crossing gate closures. **Improvements to the existing footbridge** linking Kings Road and Park Road would assist in this aim. Potential improvements include improved lighting and visibility to aid security and the provision of a ramp to enhance usability for cyclists and users with mobility impairments.

The extension of the railway station footbridge to Park Road will also be investigated in co-operation with East Midlands Trains. This link would significantly improve pedestrian

connectivity between the town centre, railway station and west of the town.

Schools and Employment

Schools and major employment locations such as Springfields Outlet Shopping, Johnson Hospital and Enterprise Way are generators of a large number of car journeys in the peak hours and shift change times. If some of these trips can be switched to active modes or onto public transport, congestion in Spalding will decrease and the environment will be improved, bringing benefits for everybody. This goal can be achieved through improvements to infrastructure as described in other sections of the strategy, but to truly maximise the potential of these investments **promotion and education** is also necessary.



Well used cycle stands at Springfield Shopping

All schools in Spalding have a Travel Plan. As new schools open to serve the growth of Spalding these will also produce Travel Plans and incorporate measures in the design which will encourage sustainable travel. Extra resources are currently available in Lincolnshire to support the delivery and monitoring of Travel Plans, although take up of this offer has been very low so far. There is therefore scope to

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increase the awareness of Travel Plans and their purpose in Spalding schools.

An effective Travel Plan includes clear targets and should be updated on a regular basis. This requires a co-ordinator for each Travel Plan who is able to maintain interest in the Plan and take opportunities to promote alternative modes of transport. Initial awareness and maintaining interest can be achieved by arranging events or challenges such as **'Walk to School Week'**, **'The Big Bike Race'** and **stands at parents' evenings**. In the longer term measures such as **'Walking buses'** could be encouraged. Critically, this must be viewed as an ongoing process with reminders provided at least annually as new pupils join the school.

Bikeability is currently seeing a large uptake in Spalding schools and should continue to grow in the future. The sessions are styled as 'cycling proficiency for the 21st century' and equip pupils with the skills and confidence to use their bikes on the road and for everyday journeys. This scheme has numerous benefits and should lead to improvements in safety, a healthier population and the habit of travelling by bicycle which will hopefully continue into adulthood.



Cycle Stands and Shelter at Johnson Community Hospital

Major employers or clusters of businesses could be the target of **business travel planning**. These measures do not necessarily involve improving infrastructure but are instead intended as a means of highlighting existing alternatives to car travel. **Access Lincs** currently provides help, advice and support to employers creating an excellent base for further expansion of this service. Typical advice offered by Access Lincs includes advice on **producing Travel Plans, organising events, advice on infrastructure changes, online planning tools and opportunities to apply for funding**.

5.5 Partnerships with Transport Operators

Public transport services in Spalding are operated by private companies. By forming partnerships between these operators and both Lincolnshire County Council and South Holland District Council, improvements can be delivered which meet objectives to ensure transport meets the needs of existing and proposed development (**SP2**), to improve transport options, particularly for those without access to a private car (**SP5**) and to improve the liveability and attractiveness of Spalding (**SP8**). These measures should bring benefits for both operators and public transport users.

Bus Services

Into Town services already serve most of the town and as the urban area expands bus services should cover the new areas either through **extensions to existing routes or new Into Town routes**. As Spalding grows the existing 'figure 8' route might need to be reviewed and **more direct routes considered** to avoid journey times

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becoming excessive. If demand is sufficient **increases in frequency** may be necessary. Initial extensions to services could be subsidised by developer contributions to test whether these have the potential to be run as commercially- viable services.



Existing Bus Station

Inter-urban services currently provide routes to other nearby towns including Peterborough, King's Lynn and Boston. Any growth in these services would need to be on a commercial basis, although use of these services should be encouraged by the local authorities. **A relocated bus station and improved stop facilities will be promoted as a package** with improvements to services. The service patterns of existing, or extensions to, Into Town services should also be considered to maximise the potential of **interchange** from local to inter-urban services.

Lobbying the Rail Industry

The Lincolnshire Rail Strategy sets out a county-wide strategy for development of rail services in Lincolnshire which will be used as the basis for any lobbying of Network Rail, the Department for Transport and East Midlands Trains to improve services and station facilities at Spalding. Included in the strategy **are improvements to the Joint Line**

which will raise capacity and improve journey times (currently being completed), **an increase in the operating hours of the Sleaford to Spalding section** and improvements to Spalding station including improvements to **security, the footbridge between platforms** and general **station environment**.

The upgrading of the Joint Line brings opportunities such as increased line speed and 24 hour working. A new East Midlands passenger franchise is scheduled to begin in 2017. **LCC should seek to work with prospective franchisees to try to secure improvements to passenger services.**

Rail Partnerships and Community Engagement

Spalding station has been adopted by a local group. Working in partnerships with East Midland Trains, LCC and SHDC there are plans to **improve the station environment and restore dilapidated parts of the station** which are no longer used. The initial stages of this process have involved clearing overgrown parts of the station.



Spalding Railway Station

It is the long-term aspiration of the Spalding and Peterborough Transport

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Forum to reopen the station at **Littleworth Drove** in Deeping St Nicholas. The forum commissioned the consultants MVA to carry out an initial feasibility assessment of reopening the station. The County Council is aware of this work and the views of the Transport Forum. The County Council's view is that it would be a very long and costly process to reopen the station. Furthermore, it is under significant financial pressure

and would be unable to fund the studies required by Network Rail in its eight-stage assessment process. Whilst at the moment funding is not available to carry out this work, it is possible that this situation may change

and, therefore, this matter will be kept under review.

5.6 Transport Strategy Packages

The table on the proceeding pages lists all the possible measures contained in the Transport Strategy with an indication of the timeframe for delivery. Time frames are divided into the following categories:

- short-term (next 3 years)
- medium-term (3 to 10 years)
- long-term (10 years plus).

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Bus Measures	Time frame for Delivery
Increase peak frequency of Into Town bus services	Ongoing in line with new development
Increase coverage of Into Town bus services	Ongoing in line with new development
Relocate bus station	Further investigation of location: short-term Project Delivery: medium-term
Improve bus waiting facilities	Short to medium-term
Enhance inter-urban bus service provision during peak times	Long-term aspiration
Increase frequency of Into Town bus services throughout the operating day	Long-term aspiration
Rail Options	Time frame for Delivery
Lobby DfT and rail industry in line with proposals included in the Lincolnshire Rail Strategy and investigate opportunities arising from Joint Line upgrades for rail services.	Short to medium-term The new East Midlands franchise will be tendered in 2016/17, beginning in October 2017
Enhance bus/rail interchange at the rail station	Short-term
Enhance Spalding Railway Station and its environment to county standard and as outlined in the Lincolnshire Rail Strategy	Ongoing as part of station adoption and in line with Lincolnshire Rail Strategy. In the longer term funding could be sought for enhancements.
Explore feasibility of reopening Littleworth Drove Station	Long-term aspiration of Spalding and Peterborough Transport Forum
Cycling and Walking Infrastructure Options	Time frame for Delivery
Pinchbeck Road cycleway from West Elloe Avenue to Woolram Wygate	Short-term
Maximise potential of existing cycling infrastructure by 'filling in gaps'	Short to medium-term
Improved destination signing in the town centre to create a cycle network rather than individual cycle routes.	Short to medium-term
Enhancements to the pedestrian environment and improved pedestrian and cycle links across the town centre, particularly to the rail station.	Short to medium term
Access and mobility audit	Short-term
Provide pedestrian/cyclist crossing facilities at key junctions	Medium-term
Enhance and change status of existing PROW at Coronation Channel for use by cyclists	Medium-term

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Pinchbeck Cycle Strategy and other measures which require funding will be developed further for inclusion in the Lincolnshire Cycling Strategy	Short-term: Inputs to Lincolnshire Cycling Strategy – Spalding Action Plan Medium-term to long-term: delivery of schemes
School Travel Options	Time frame for Delivery
Continued development of School Travel Plans including events, regular updates and annual monitoring	Short-term and ongoing
Continued/accelerated rollout of Bikeability to schools	Short-term and ongoing
Spalding Western Relief Road (SWRR)	Time frame for Delivery
SWRR Phase 1	Short to medium-term
Completed SWRR – Extend proposal for SWRR to connect with B1356 in the north	Medium to long-term
Smarter Travel Options	Time frame for Delivery
Increased publicity campaigns for use of public transport	Ongoing as new development sites open
Targeted travel planning including personalised travel planning for residential properties, all major employers and education establishments	Ongoing as new development sites open
Develop a Business Travel Zone for Spalding	Medium-term
New Development Options	Time frame for Delivery
Safeguard sustainable transport option for new large developments	Ongoing as part of planning process
Pedestrian/cycle links incorporated into design of new developments	Ongoing as part of planning process
Encourage sustainable travel in new developments	Ongoing as new development sites open
Traffic Management and Car Parking Options	Time frame for Delivery
20mph zones around schools	Short-term and as new schools open
Car parking review / strategy	Short to medium-term
Directional car park signing review	Short-term
Junction Improvements and Road Safety Option	Time frame for Delivery
Increase capacity at A16/A151	Medium-term
Increase capacity at A16/B1180	Medium-term
Review/optimize traffic signals and replacement of equipment within the town centre	Short-term to medium-term as part of signal renewal programme
Introduce left turn filter at recently improved West Elloe Ave/Pinchbeck Road junction	Short-term

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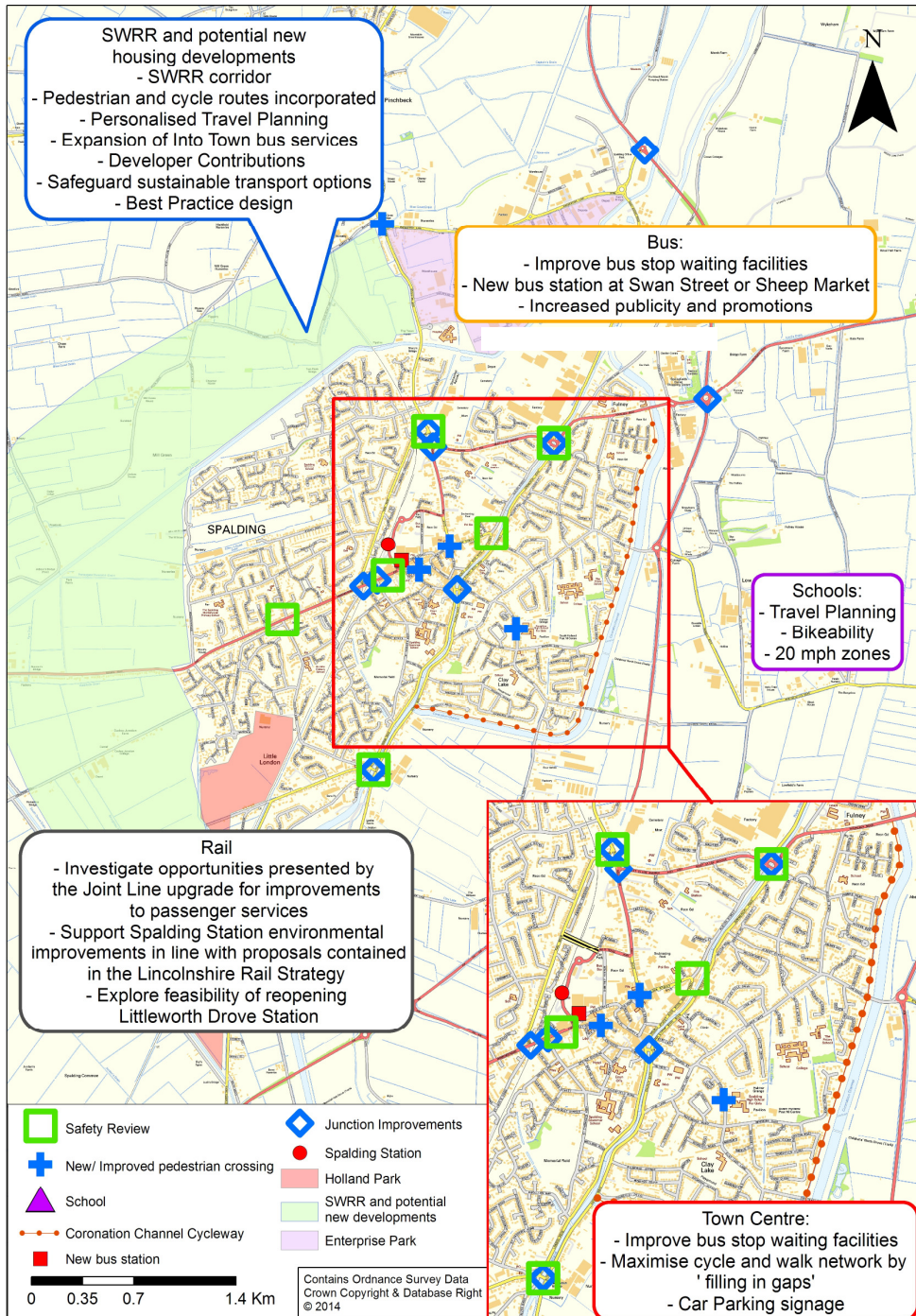


Safety and operational review of Twin Bridges roundabout junction	Short-term
Safety review of Winsover Road corridor	Short-term
Safety review of other key locations within Spalding	Short-term
Safety and operational review of Little London Bridge	Short-term
Junction review at Park Road / Winsover Road	Short-term
Junction review at Park Road / Pinchbeck Road	Short-term
Junction review at Winsover Road / St Thomas's Road	Short-term
Junction review at Twin Bridges	Short-term
Junction review at High Bridge Junction	Short-term
Reducing Severance	Timeframe for Delivery
Improvements to Park Road to Kings Road footbridge	Medium-term
Provide footbridge over the rail line at Winsover Road or at the Railway Station	Medium to long-term
Town centre car parking facility to the west of the railway line	Long-term

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Map of Possible Measures





6 Delivery, Monitoring and Review

Delivery through strong partners and planning, with monitoring and review of objectives and outcomes.

6.1 Deliverability

The delivery of the Strategy is very much reliant on the support of partners, strong planning and programming, and funding. Without these factors being in place, the objectives and outcomes of the Strategy will not be met. The development of the Strategy has included input from a number of partners as part of the Steering Group, key stakeholders and public consultation. Collaboration with a range of partners will also be needed in order to deliver the Strategy successfully.

Overall delivery of the Strategy objectives and outcomes will be overseen by LCC and SHDC, although individual measures may be delivered by other organisations in partnership with the Local Authorities. Examples of measures which would be delivered by other organisations include bus services operated by private companies or School Travel Plans which are undertaken by the individual schools. In these cases the Local Authorities' role in delivery is as a high-level partner and enabler where appropriate. Wherever possible, they will also try to influence the decisions of partner organisations and encourage measures in line with the overall Strategy.

Between 2006 and 2010 a number of similar transport strategies have been produced for other towns in Lincolnshire including Lincoln,

Grantham, Gainsborough and Boston. A review of these strategies was undertaken earlier this year to assess which measures had been delivered since each strategy's inception. The experience gained in the delivery of these other strategies will inform the approach to the delivery of the Strategy for Spalding.

6.2 Funding

With budgetary constraints likely to remain in place for the foreseeable future, the availability of funding is perhaps the biggest obstacle to the delivery of the Strategy. However, together, LCC and SHDC have a range of sources from which to secure funding including their own capital and revenue budgets, bidding opportunities to central Government and developer contributions (Section 106 or CIL); or, indeed, developers delivering schemes entirely from their own funds. Other sources of funding include:

- Local Transport Board – for major schemes – SWRR is the only scheme identified at this stage
- Funds available through the Local Enterprise Partnership aimed at the private sector – Regional Growth Fund, Invest and Grow Fund.
- Central government through the Department for Transport (DfT) makes funding available to target specific areas of transport. Local Authorities

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must bid with specific proposals to receive contributions from these sources. Recent examples include the Local Pinch Point Fund, Green Bus Fund and the Local Sustainable Transport Fund (LSTF).

- Community Infrastructure Levy – to help deliver a range of infrastructure to support the development of the area.
- Developer contributions (Section 106) – contributions from developers tied to the grant of planning permission.
- Network Rail – level crossings, railway infrastructure improvements
- Public transport operators – bus and rail service improvements

Other funding opportunities may be available for specific projects from organisations such as Sustrans for cycling. Potential funding sources for each package of measures are identified in the table below.

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Potential Funding Source / Transport Package	Lincolnshire County Council	South Holland District Council	Lincolnshire Strategic Transport Board	Developer Contributions	Department for Transport (DfT) (e.g. Pinch Point; Green Bus Fund, LSTF)	Bus Operators	Network Rail	Train Operating Companies	Sustrans	Employer
Spalding Western Relief Road										
Measures Targeted at New Developments										
Traffic Management										
Junction Improvements										
Road Safety Option										
Bus Measures										
Rail Options										
Cycling and Walking Infrastructure Options										
Provide a bridge over the rail line										
School Travel Options										
Smarter Travel Options										

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6.3 Monitoring

Monitoring will be vitally important to ensure the strategy delivers results which are consistent with the objectives and the desired outcomes set out in Chapter 4 of this report. High level monitoring and collation of results will be led by the Local Authorities although

individual schemes will need to be monitored by the lead organisation.

Importantly, monitoring must be undertaken on an ongoing basis and used as a means of identifying problems and successes for each measure.

Outcomes and Indicators

Ref	Outcome	Proposed Indicators
O1	A reduction in the amount of traffic entering the town centre core.	A cordon of automatic traffic counts would allow ongoing monitoring of traffic levels. Alternatively, counts could be undertaken for the same period each year and compared to previous years.
O2	An increase in the share of cycling and walking trips taken into the town centre.	Existing cycle counters and new counters strategically placed to capture the main flows of cyclists entering the town centre. Further walking and cycle surveys could also be undertaken on an annual basis during the same period each year.
O3	A reduction in the use of the private car for accessing jobs, schools and the town centre, as a proportion of these journeys.	Statistics relating to travel to work are published every 10 years as part of the Census. More regular surveys should also be undertaken and a general picture should emerge from the count data described under previous outcomes. Mode share data from individual Travel Plan monitoring could be collated and compared over time.
O4	An increase in public transport services to Lincoln, Sleaford, and Peterborough.	Annual comparison of bus and rail timetables. Any change in capacity of vehicles / rolling stock should also be considered, as this might have increased capacity without improving frequency.



Ref	Outcome	Proposed Indicators
O5	An increase in the proportion of the population living within 400 metres of a bus stop providing a minimum frequency of one bus service per hour.	Bus stops should be mapped and the population within a 400 metre radius of a bus stop calculated. This should be done now to form a baseline and updated annually to take account of new bus stops, housing and updated mid-year population updates, allowing the situation to be monitored over time.
O6	A reduction in both the number and severity of road accident casualties.	A road traffic accident database is maintained by every police force in the UK. Accidents are classified as fatal, serious or slight. The long term objective should be to see an overall reduction in accidents per capita and also a smaller proportion of all accidents in the fatal and serious categories.
O7	A reduction in the number of accidents involving cyclists.	The number of accidents involving cyclists will be monitored annually through the police database as explained under O6.
O8	A reduction in carbon emissions from transport.	CO ₂ emissions should be monitored in line with best practice guidance over the course of the Transport Strategy period.

6.4 Review

Monitoring of the Transport Strategy will be undertaken on an ongoing basis but time must also be set aside to review the findings of this monitoring. Collation of the annual monitoring statistics provides an opportunity to reflect on progress which has been made and how well the measures are meeting the desired outcomes.

A full review of the Transport Strategy should take place after 5 years. This will provide an overview of the progress made so far including the proposed indicators included above. As part of this, a review of all measures – both completed, and proposed - should be conducted. This review will focus on measuring the success of measures with particular emphasis on the short-

term measures. If any measures are felt to be ineffective, consideration should be given to why they are not delivering the desired outcomes and whether changes could be implemented to affect a positive change. Equally inspiration will be taken from measures which are thought to be working well, and questions should be asked why this is and can lessons learned be applied to other schemes.

At this stage it might also be decided that certain measures are not working as expected and that they should be stopped, particularly if there is an associated operating cost. Equally, measures which are successful might be earmarked for increased funding or time investment. It is important to

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recognise that the Strategy represents a 20-year time period and that changes to the strategy should be expected over this time frame. In some cases alterations might be made to proposed measures to better match external factors such as location and size of development, changes in technology etc. The Strategy sets a framework for transport investment but regular reviews also need to be undertaken during the course of the Strategy period. Accordingly, full reviews will take place at 5-yearly intervals and involve key stakeholders as appropriate. At these points evidence

from the monitoring programme will be presented, measures evaluated and questions asked:

- is the measure effective in meeting the outcomes;
- why it is / isn't meeting the desired outcomes;
- how could it be improved; and
- any lessons learned and how these could be applied to other measures within the strategy.