

NETWORK MANAGEMENT PLAN FOR WILTSHIRE

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WILTSHIRE COUNTY COUNCIL

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Document Version History

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NETWORK MANAGEMENT PLAN

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1. INTRODUCTION

1.1 OVERVIEW

The highway network plays a vital role in our modern society. It facilitates the movement of goods and people, provides access to homes, businesses and key public services, and enables communications and utilities infrastructure to be readily routed. It therefore fulfils a multitude of functions for a variety of users, all of whom may have different expectations of the network.

Increasingly though, the role of the highway network is being compromised by rising congestion levels, increasing delays, unreliable journey times and disruption caused by road works and events. At the same time, growing traffic volumes are compromising our quality of life, in terms of community severance, noise and pollution, and our built and natural environments.

How then do we maintain the vital role of the highway network while reducing its adverse impacts? What is now generally recognised is that building ourselves out of transport problems cannot be a universal panacea – in addition to the environmental and financial implications, it is often impracticable to build additional road capacity in urban settings where typically the worst congestion occurs. Therefore, although appropriate infrastructure improvements are required in some locations, our central focus needs to be on making the best use of what we've already got - the existing highway network infrastructure. In doing so, this will reap benefits for the economy, society and the environment.

To help support the above concept, and to ensure that the road network is managed for the benefit of all road users, the Government drafted a Traffic Management Bill which gained Royal Assent as the Traffic Management Act (TMA) in July 2004. While traffic management measures are not new and are indeed a key component of many current approaches to transport planning, the TMA goes further by placing a new Network Management Duty (NMD) on local traffic authorities (LTAs)¹.

The second Wiltshire Local Transport Plan (LTP2) 2006/07 – 2010/11 acknowledged the TMA's importance in the management of the highway network and, as a first significant step towards conforming fully with the NMD requirements, confirmed the appointment of Wiltshire's Traffic Manager (see Section 6). The Network Management Plan, the purpose and contents of which are outlined below, seeks to ensure that the County Council is fully compliant with the NMD.

1.2 DEVELOPING THE NETWORK MANAGEMENT PLAN

While the publication of a Network Management Plan is not a statutory requirement, the County Council believes that it will help to show, in a transparent and clear way, how it is meeting the requirements of the NMD. And, in doing so, how the Council will achieve a better managed, safer and more efficient highway network for all road users.

¹ To aid clarity, here LTA also covers the function of Local Highway Authority and Street Authority (see the Glossary for further details).

The prime purpose of the initial versions of Wiltshire's Network Management Plan is, through measures such as consultation with stakeholders, partners and the public, to outline and audit what the County Council already does in terms of network management and in doing so, establish what actions the Council and its partners need to take to fulfil the requirements of the NMD². As these actions are completed, the Network Management Plan will be regularly updated (see the Document Version History on page 1).

In detail, this document contains the following chapters and information:

- **Chapter 2** summarises the Government's policy background to the TMA and provides details of the seven parts of the Act, including the NMD.
- **Chapter 3** sets out the aims of the 'Sustainable Community Strategy for Wiltshire', the Local Area Agreement (LAA) and the Wiltshire Local Transport Plan (LTP), and proposes the overall objectives for Wiltshire's Network Management Plan.
- **Chapter 4** considers the issue of highway congestion and how the County Council currently measures and deals with it.
- **Chapter 5** outlines what arrangements are in place at the regional level to aid network management co-ordination and consistency.
- **Chapter 6** provides details of the Traffic Manager's role and responsibilities, and the Council's current liaison with stakeholders, the Highways Agency and neighbouring authorities.
- **Chapter 7** briefly describes what the County Council's currently does in terms of network management.
- **Chapter 8** sets out how the performance of the Council and its network function is currently monitored.
- **Appendix 1** sets out contact details for the County Council in terms of network management and other highway issues.
- **Appendix 2** shows the structure of the Council's Traffic Manager Group.
- **Appendix 3** highlights the main requirements of the Department for Transport's (DfT's) 'Traffic Management Act 2004: Network Management Duty Guidance' (November 2004).
- **Appendix 4** shows the outcome of the County Council's compliance review of the NMD requirements undertaken during late 2007.
- **Appendix 5** details those sections of the Council's highway network with particular resilience issues

² A separate Detailed Action Plan has been produced (available from www.wiltshire.gov.uk) which will be used by the County Council in the development of its Network Management Plan to ensure it fulfils its NMD requirements.

2. LEGISLATION

2.1 INTRODUCTION

In its last transport White Paper, 'The Future of Transport: a network for 2030' (July 2004), the Government set out that:

"Our goal is a road network that provides a more reliable and freer-flowing system for motorists, other road users and businesses, where travellers can make informed choices about how and when they travel, and so minimise the adverse impact of road traffic on the environment and other people".

To achieve this goal, the Government wants Britain to be in a position where "we get ever greater performance out of the road network through improved management". With this aim in mind, the TMA is designed to help LTAs, such as Wiltshire County Council, to manage roads more effectively and cut out some of the unnecessary disruption that holds up people's journeys.

2.2 THE TRAFFIC MANAGEMENT ACT

The TMA has seven parts which are outlined in the following sections.

2.2.1 Traffic Management on Trunk Roads

Part 1 of the Act allows the Highways Agency to carry out some of the traffic management functions on motorways and trunk roads which until now have only been carried out by the police. This new role for the Highways Agency provides greater focus on traffic management and keeping traffic moving while allowing the police to focus on crime detection, prevention and enforcement.

2.2.2 Network Management on Local Roads

Part 2 of the Act places a NMD on local authorities to keep traffic flowing, taking account of their other duties and responsibilities, and to co-operate with other authorities to the same end. The NMD came into force in January 2005. In many respects, the network management duty is the most significant and important change introduced by the TMA.

Section 16(1) of the Act states that:

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

- (a) securing the expeditious movement of traffic on the authority's road network; and
- (b) facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority."

The Act explicitly states that 'traffic' includes pedestrians.

In performing this duty, Section 16(2) states that LTAs may take any action that they consider will help secure the more efficient use of the highway network, or the avoidance, elimination or reduction of congestion and/or disruption. In doing so, the LTA may exercise any reasonable power to regulate or co-ordinate the uses made of any of their roads.

Section 17 requires LTAs to make appropriate arrangements for planning and carrying out actions under the NMD. As part of these arrangements, the Act requires that all LTAs appoint a traffic manager and carry out all those functions that have an impact on traffic flows in a more co-ordinated way. Such arrangements must also be kept under review.

If it can be demonstrated that an authority is failing with regard to its NMD, then Section 21 of the Act provides for the Secretary of State to appoint a traffic director for that authority. The statutory instrument 'The Traffic Management (Guidance on Intervention Criteria) (England) Order 2007' was issued on 7 February 2007 and is one of a number of regulations which the Government has or is to issue under the TMA.

To assist English authorities to perform the NMD, the DfT published its 'Network Management Duty Guidance' in November 2004 under Section 18 of the Act. The section entitled 'Context' (paragraphs 2 – 8) in the guidance makes the following points:

- Making the best use of the current road network is important for both economic vitality and society in general.
- The provision of additional road space, especially in towns and cities, is often impractical and undesirable.
- In most cases the highway network is a finite resource where competing demands from users have to be effectively managed.
- While different road users may have different expectations, the ability to undertake their activities in safety remains a priority for everyone.
- The TMA adds to the existing powers of LTAs and through the NMD requires LTAs to do all that is reasonably practicable to manage the highway network effectively to keep traffic moving.

The NMD guidance has been used in the development of this document - its main requirements are outlined in Appendix 2 under five main themes.

2.2.3 Road Works by Utilities and Highway Authorities

The Act seeks to tighten the existing regulatory framework within which utility companies - gas, electricity, water and telecoms - are permitted to dig up roads, giving authorities more powers to co-ordinate works effectively with the aim of minimising disruption. It also provides for additional duties on highway authorities so that all works on the road are better managed and co-ordinated.

Part 3 of the Act provides for the creation of permit schemes under which utilities, LTAs and others wishing to dig up particular roads would have to apply for permission to carry out works. Those operating permit schemes (e.g. LTAs) would be able to attach conditions to the granting of a permit with a view to reducing the disruption and inconvenience which works cause. Local authorities would have to treat their own works on an equal footing to those carried out by others in deciding whether to issue a permit and what conditions to attach.

2.2.4 Street Works

Part 4 of the TMA includes a range of other new measures to control utility works, for instance:

- The Act provides authorities with further powers to direct utilities not to carry out their planned works on particular days, and where appropriate, to tell them that their works should avoid certain routes.
- Currently, authorities can place a 12 month embargo on any more works taking place on a road on which major road works have just been carried out. The Act will allow authorities to apply similar embargoes after major utility works, and will allow the maximum length of the embargo to be changed (e.g. increasing it to 5 years).
- In certain circumstances, the TMA will allow authorities to direct utility companies not only to resurface the parts of the road that they had dug up, but to resurface the entire lane or width of the road. This would address the problem of the surface of some roads being scarred and the structure weakened by a series of trenches.
- The Act will allow a more effective regime to be developed for inspecting the works carried out by utilities. The aim would be to target poor performance so as to improve the quality of works, and reduce the amount of remedial works and disruption that they cause.
- The TMA raises the levels of fines payable by utility companies who commit offences related to their street works.
- The Act allows for authorities to issue offenders with Fixed Penalty Notices (FPNs).

2.2.5 London and Highway Matters

Part 5 of the Act includes a range of measures amending the Highways Act 1980 such as providing for additional responsibilities for highway authorities and allowing "lane rental" and overstaying charging powers to be extended to the owners of skips, scaffolding and other items that are left in the road. The Act also includes specific measures to improve traffic management in London.

2.2.6 Civil Enforcement of Traffic Contraventions

Part 6 of the Act enables the consolidation, by making regulations, of civil traffic enforcement legislation covering parking, bus lanes, some moving traffic offences and the London night time and weekend lorry ban. It extends the scope for local authorities to take over enforcement of traffic contraventions from the police and enables authorities to be given civil enforcement powers to cover a number of moving traffic offences currently only available to London authorities.

Again building on the London experience, the Act will enable authorities outside London to issue parking penalty charge notices by post, make use of cameras to detect parking contraventions and issue penalty charges for parking within the zigzag area of a pedestrian crossing. The Act also creates specific offences to deal with double parking and parking at dropped footways within a local authority civil enforcement area.

2.2.7 Miscellaneous and General

Part 7 includes miscellaneous and general provisions relating to, for instance, Blue Badges, the application of surplus income from parking places, and the financial provision for the establishment of traffic officers.

2.2.8 The DfT's Timetable for Implementation

The TMA gives LTAs additional tools to tackle congestion and reduce disruption which the Department for Transport (DfT) is introducing through regulations³. While not all the regulations have come into force, it would not be advisable for the County Council to await their introduction before commencing with the development of its Network Management Plan.

2.2.9 Other Relevant Legislation

In carrying out its TMA and NMD responsibilities, the County Council must have regard to its other transport and highway statutory duties, powers and responsibilities such as the:

- Highways Act 1980
- Road Traffic Regulation Act 1984
- New Roads and Street Works Act 1991.

In addition, due regard must also be given to other acts including the following:

- Town and County Planning Act 1990
- Environment Act 1995
- Disability Discrimination Act 1995
- Civil Contingencies Act 2004.

³ The timetable for the implementation of the regulations is available from www.dft.gov.uk/pgr/roads/tpm/tmaportal/tmaoverview/tmaforwardtimetable/tmaoverviewwave

3. VISION AND OBJECTIVES

3.1 OVERALL VISION

The Local Government Act 2000 places a duty upon councils to promote the “social, economic and environmental well being” of the areas they serve. To enable them to pursue this duty, the Government has encouraged Councils to establish Local Strategic Partnerships (LSPs) and to describe the measures they will take in ‘sustainable community strategies’.

The Wiltshire Assembly (formerly the Wiltshire Strategic Board) is Wiltshire’s LSP, and it has produced the document ‘A Sustainable Community Strategy for Wiltshire – Working together to create stronger and more sustainable communities 2007-2016’ (this is an update of the first and second strategies which covered the periods 2004-2014 and 2006-2016 respectively). The overall vision of the Strategy is:

“Strong and Sustainable Communities in Wiltshire”

In addition to setting out the community characteristics of ‘strong and sustainable communities’, the Strategy outlines what is good in Wiltshire, what is changing and what aspects of Wiltshire life are not currently sustainable. Transport features significantly in this latter section with roads and pavements, public transport, traffic congestion and intrusion, and road safety being identified as top public priorities.

Importantly, the Wiltshire Assembly will promote actions to tackle the issues identified in the Sustainable Community Strategy through Wiltshire’s Local Agreement for Wiltshire (LAW) which includes the Local Area Agreement (LAA) with Government - a LAA is an agreement between a local area (made up of local government and the local strategic partnership) and central government, and reflects and will help deliver the local vision for the area. The approval of the LAW/LAA in June 2008 (the first Wiltshire LAA was produced in March 2007) has led to a shared understanding of Wiltshire’s key joint priorities and will help focus the use of available resources, including the Council’s LTP funding.

3.2 LOCAL TRANSPORT PLAN

Local Transport Plans steer the development of national transport policies at the local level. The second Wiltshire LTP sets out the Council’s transport objectives, plans and targets for 2006/07 – 2010/11.

In developing its LTP2, the County Council ensured that it was set within the holistic and longer-term Community Strategy, and that it had the agreed Government/Local Government Association transport ‘shared priorities’ at its heart:

- Tackling Congestion
- Delivering Accessibility
- Safer Roads
- Better Air Quality
- Other Quality of Life Issues

The overall objectives of the LTP2 are based on a number of the 'Strategy for Wiltshire 2004-2014' key objectives: the primary LTP2 objectives are based on the Strategy's transport objectives and the LTP2's secondary objectives are based on a number of transport related objectives contained in the other strategic themes of the Strategy (see Table 3.1 on page 13). To achieve these objectives, a long-term core transport strategy forms part of the LTP2 (see Table 3.2 on page 14).

In seeking to achieve these objectives, the LTP2 contains or draws on a number of strategies and plans:

- Accessibility Strategy
- Air Quality Action Plans
- Freight Strategy
- Public Transport Strategy
- Rights of Way Improvement Plan
- Road Safety Strategy
- Transport Asset Management Plan

In addition, there are several plans developed as part of the first Wiltshire LTP (2001/02 – 2005/06) which are to be reviewed during the LTP2 period: Parking Plan; County Cycle Action Plan; County Walking Action Plan; and Travel Awareness Action Plan. While a Network Management Action Plan was also included in LTP1, as this was developed prior to the TMA, it concentrates on maintenance issues. To avoid confusion with this Network Management Plan, in reviewing the LTP1 Network Management Action Plan the County Council will take the opportunity to rename it the 'Maintenance Action Plan'.

The third Wiltshire LTP will be published by March 2011 following consultation with stakeholders, partners and the public.

3.3 NETWORK MANAGEMENT PLAN OBJECTIVES

In its guidance on the NMD, the Government makes it clear that:

- The strategies and planning undertaken to meet the duty must be consistent with wider local, regional and national policies and guidance and the overall policies of local authorities (paragraph 24).
- Network management is one element of an authority's transport activities and [it] should complement other policies and actions (paragraph 25).

Given the above, in fulfilling the requirements of the NMD, the overall objectives of the County Council's Network Management Plan have been framed by the DfT's 2004 White Paper 'The Future of Transport: a network for 2030', the emerging 'Regional Spatial Strategy (RSS) for the South West 2006-2026', the 'Sustainable Community Strategy for Wiltshire' and the Wiltshire LTP2. In addition, reference has also been made to the County Council's 'Corporate Plan – Updated 2007' (this will be reviewed after the new Wiltshire Council comes into being on the 1st April 2009).

Overall Objectives:

1. To make the best use of the existing transport infrastructure through effective design, management and maintenance.

Links to wider objectives:

- 'The Future of Transport': "Looking ahead 30 years we need to be in a position where we get ever greater performance out of the road network through improved management" (Paragraph 3.5).
- 'RSS 2006-2026': Policy RTS1
- 'Wiltshire Community Strategy 2007–2016': Unsustainable aspects – road and pavement maintenance; increasing pressure on existing transport infrastructure.
- 'Wiltshire LTP 2006/07–2010/11': Objectives P5 and S5.

2. To minimise delays and disruption, and improve journey time reliability on key routes.

Links to wider objectives:

- 'The Future of Transport': "Our goal is a road network that provides a more reliable and freer-flowing system for motorists, other road users and businesses..." (Chapter 3).
- 'RSS 2006-2026': Policy RTS1
- 'Wiltshire Community Strategy 2007–2016': Unsustainable aspects – congestion.
- 'Wiltshire LTP 2006/07–2010/11' - Objective P16.

3. To facilitate the safe and efficient movement of people and goods on the highway network in the most sustainable manner possible.

Links to wider objectives:

- 'The Future of Transport': "Looking ahead 30 years we need to be in a position where we continue to improve safety [and] where we facilitate smarter individual choices about the trips we need to make, giving people alternatives to using their car..." (Paragraph 3.5).
- 'RSS 2006-2026': Policies RTS1 and RTS2
- 'Wiltshire Community Strategy 2007–2016': Unsustainable aspects – road safety.
- 'Wiltshire LTP 2006/07–2010/11' - Objective P3, P6, P8 and S5.

4. To reduce the impact of traffic on people's quality of life and Wiltshire's built and natural environment.

Links to wider objectives:

- 'The Future of Transport': "Our goal is a road network that...minimise[s] the adverse impact of road traffic on the environment and other people" (Chapter 3).
- 'RSS 2006-2026': Policy SD4
- 'Wiltshire Community Strategy 2007–2016': Unsustainable aspects – traffic and particularly HGV intrusion.
- 'Wiltshire LTP 2006/07–2010/11' - Objective P11 and S4.

Table 3.1: Wiltshire LTP2 Primary Objectives

Objective	Reference	Tackling Congestion	Delivering Accessibility	Safer Roads	Better Air Quality	Other Quality of Life Issues
To improve access to goods, services and employment opportunities for all sections of the community, particularly those living in rural areas and without access to a car*	P1		✓			✓
To respond to the continuing growth in car ownership, and inappropriate use, by improving choice for local trips	P2	✓	✓		✓	✓
To improve safety for all travellers and to reduce the number of people killed or seriously injured on Wiltshire's roads	P3			✓		✓
To reduce the real and perceived threats of road traffic speed in towns and villages	P4			✓		✓
To reduce the proportion of the principal ('A') road network requiring significant maintenance	P5	✓		✓		✓
To maintain an integrated and efficient public transport network	P6	✓	✓			✓
To provide greater access to demand responsive bus services across the county	P7		✓			✓
To improve facilities for cyclists and pedestrians, particularly in urban areas	P8	✓	✓		✓	✓
To encourage schools to have School Travel Plans	P9	✓	✓	✓		✓
To encourage businesses to adopt effective Workplace Travel Plans	P10	✓	✓			✓
To reduce the impact of traffic on peoples' quality of life and Wiltshire's built and natural environment*	P11				✓	✓
To reduce the volume of traffic entering Salisbury compared with 1999	P12	✓			✓	✓
To increase cycling and pedestrian flows to/from Salisbury city centre compared with 2001	P13	✓			✓	✓
To improve access to Salisbury for shoppers by increasing the number of Park & Ride sites and reducing long-stay public off-street central spaces by at least 50% by 2010.	P14	✓			✓	✓
To limit the growth in traffic in the Western Wiltshire Sustainable Transport Strategy area compared to 1999	P15	✓			✓	✓
To improve business confidence in the transport network and inward investment in the Western Wiltshire Sustainable Transport Strategy area by reducing variations in A350 journey times	P16	✓				✓

Table 3.2: LTP2 Core Strategy

LTP2 Core Strategy Component	Tackling Congestion	Delivering Accessibility	Safer Roads	Better Air Quality	Other Quality of Life Issues
Using land-use planning powers to encourage a better balance between housing commitments and local employment opportunities to reduce out-commuting to neighbouring areas; and to increase access to opportunities for all sectors of the population.	✓✓✓	✓✓✓	✓	✓	✓✓
Using planning powers and transport investment to focus development at existing urban centres where it can be most easily serviced, particularly by public transport, and help to reduce reliance on the car.	✓✓✓	✓✓✓	✓	✓	✓✓
Using transport investment and planning powers to improve accessibility by non-car modes, especially from rural areas, to bring environmental and social benefits.	✓✓	✓✓✓	✓	✓✓	✓✓
Maximising the use of existing transport infrastructure through effective management, maintenance and design to improve the attractiveness of the street scene, public transport, walking and cycling, and to contribute to road safety outcomes.	✓✓	✓✓	✓✓✓	✓	✓✓
Limiting motor vehicle access to sensitive urban and rural areas to deliver environmental and social benefits to local residents.	✓	✓	✓✓	✓✓✓	✓✓
Working in partnership with other service providers to address the implications to social exclusion, health, safety and the built and natural environment of increasing car dependency.	✓	✓✓✓	✓✓✓	✓✓	✓✓✓
Managing the urban and rural environment to protect the most vulnerable in society from road traffic dangers such as accidents and pollution.	✓	✓	✓✓✓	✓✓✓	✓✓

Key: Contribution of strategy component to 'shared priorities'

✓✓✓	prime contribution	✓✓✓	high contribution
✓✓	medium contribution	✓	low contribution

4. CONGESTION IN WILTSHIRE

4.1 INTRODUCTION

Many people feel that they experience congestion on a regular basis in Wiltshire. But what is congestion and why does it matter? There can be a number of causes of congestion including:

- too much traffic for the available highway space;
- people using their car(s) for most or all of their journeys;
- too many people trying to make journeys at the same time;
- increased journey lengths;
- a lack of public transport alternatives;
- road works;
- slow moving vehicles;
- incidents and accidents; and
- parking/loading requirements.

The outcome of congestion on the highway network is that journeys can become longer and more unpredictable which can be frustrating to car users, public transport users and operators, businesses, cyclists and even pedestrians. This frustration can in turn lead to 'rat-running' which often produces adverse impacts on less suitable roads and their associated communities. In addition, increased journey times and unreliability impact on the economy and competitiveness.

While congestion is undoubtedly a growing problem nationally, and particularly in some of the UK's larger urban centres, the Government recognises that it is not such an important issue for every authority. Broadly speaking, traffic congestion is currently not the major problem in Wiltshire as it is in say London or Bristol. However, journey time reliability is an issue, particularly on the A350 and on the A36 in Salisbury, and there is some regular congestion at specific times and junctions, and in the County's market towns, particularly on market days. There can also be adverse impacts on traffic flows caused by one-off events such as collisions and road works.

Given the issues outlined above, the NMD requires that LTAs identify and deal with things that cause congestion and disruption locally. Currently, the County Council uses a variety of methods to assess congestion and a number of measures to help reduce the use of the car, and promote and improve the attractiveness of more sustainable forms of transport. As stated in section 1.2, one of the main aims of the Network Management Plan is to identify what more the Council and its partners need to do to fulfil the requirements of the NMD – this is set-out in the Compliance Review (Appendix 4).

4.2 ANALYSIS OF CONGESTION IN WILTSHIRE

Reinforcing the assertion that congestion is not a major problem at the moment in Wiltshire, is the fact that the County Council is not subject to two of the Government's mandatory LTP congestion targets: changes in peak period traffic flows to urban centres; and congestion (Vehicle Delay) - the Government only requires congestion targets for authorities with urban centres over 100,000 people, for former metropolitan counties, or for LTPs covering Bristol, Nottingham and Leicester. Having said this, a number of information sources and methods are utilised by the County Council to identify current and emerging congestion issues. These are outlined in the next five sections.

4.2.1 Traffic Counts

The County Council undertakes an extensive programme of traffic, rail, cycle and pedestrian counts and surveys throughout the county.

Traffic is monitored by a network of Automatic Traffic Counters (ATCs). A programme of manual traffic counts is also carried out each year to supplement the ATC data, particularly in urban areas. Other types of traffic survey such as turning counts at road junctions, roadside interview surveys, registration number plate surveys and parking surveys are carried out as and when required.

Table 4.1 below shows the levels of traffic growth in Wiltshire over the last few years. This contrasts with the picture nationally where traffic has grown by 8.4% between 1999 and 2006⁴.

Table 4.1: Recent Traffic Count Data

Location	Period	% Change in Traffic Flow
Urban Traffic Flow: Devizes	2001-2008	+3.5%
Urban Traffic Flow: Salisbury	1999-2007	-2.7%
Urban Traffic Flow: WWSTS	2001-2007	+3.3%
Inter-Urban Traffic Flow: Devizes	1999-2007	+9.2%
Inter-Urban Traffic Flow: Salisbury	1999-2007	+0.7%
Inter-Urban Traffic Flow: WWSTS	1999-2007	+7.8%
Inter-Urban Traffic Flow: Rest of County	1999-2007	+3.2%

In terms of future traffic growth, the Government's White paper 'The Future of Transport: A Network for 2030' (July, 2004) forecasts that traffic in England will be 26% higher in 2010 and 40% higher in 2025 than it was in 2000. By contrast, traffic growth on Wiltshire's roads (excluding the M4 motorway and trunk roads) is forecast to increase by 13% between 2003 and 2010.

4.2.2 Journey Time Surveys

The County Council has investigated a range of options to establish journey time reliability, including the use of speed data from vehicle tracking systems secured through a contract between the DfT and ITIS Holdings. However, as this data has not been forthcoming as yet, more conventional methods using 'floating' cars and registration plate surveys are regularly conducted on the A350 and on the main corridor routes leading into Salisbury. These surveys measure excess journey time on 'typical' days compared with the journey time established under 'free-flow' conditions. Table 4.2 (see over) shows the latest results from the journey time surveys on the A350. The sections of the A350 causing particular difficulty are the Chippenham Bypass (southbound) in the morning peak and between Yarnbrook and West Ashton (northbound) in the evening peak.

Table 4.2: A350 Journey Time Surveys

	2001	2002	2003	2004	2005	2006	2007
Journey Time	40m3s	N/A	39m51s	42m23s	41m34s	40m58s	42m30s
Excess	28%	N/A	28%	28%	36%	31%	36%

⁴ Transport Statistics Great Britain 2008 (DfT, November 2008).

4.2.3 Feedback from the LTP2 Consultation Process

At public consultation events held in each of Wiltshire's 20 Community Areas during the development of the LTP2, congestion issues were identified as the top priority by a number of communities:

- Bradford-on-Avon – A363 through the town
- Devizes – A361 Caen Hill particularly during school terms
- Trowbridge – A366 Wingfield Road at school times

A particular common theme from these and several of the other consultation events concerned congestion associated with the school run - this was also reflected in comments received from respondents to a 'LTP2 Consultation Issues Paper' distributed in April 2005.

4.2.4 Community, Parish and Town Plans

A number of the community, parish and town plans produced to date in Wiltshire also highlight congestion related issues as a particular problem.

4.2.5 Future Major Land-Use Changes and Developments

It is also important to assess land-use changes and developments which could potentially have an impact on future congestion issues. The emerging RSS for the South West 2006-2026 will set out the future key development issues in Wiltshire. In the meantime, the Wiltshire and Swindon Structure Plan 2016 sets out the housing and employment allocations to 2016 (see Table 4.3).

Table 4.3: Proposed Housing and Employment Land 1996-2016

	Dwellings	% of Plan Total	Employment Land (HA.)	% of Plan Total
Kennet District	5,250	9%	55	8%
North Wiltshire District	9,000	15%	160	22%
Salisbury District	8,000	13%	80	11%
West Wiltshire District	11,750	20%	150	21%
Swindon Borough	26,000	43%	280	39%
Total	60,000	100%	725	100%

Reflecting the Structure Plan, the emerging RSS proposes that most new development should take place in Swindon, Chippenham, Salisbury and Trowbridge (termed Strategically Significant Cities and Towns (SSCTs)), and to a lesser extent in other settlements that are able to function as 'service centres' for the wider rural area. In doing so, the RSS aims to promote more sustainable communities that are accessible to the hinterland they serve, particularly by public transport, without encouraging car-borne commuting.

4.3 MEASURES TO ADDRESS CONGESTION

The traditional response to congestion has been to build additional road capacity. However, even if there is suitable land available, which is doubtful in urban areas, it has environmental impacts and is expensive. Moreover, research has identified that it can induce extra traffic. Consequently, building our way out of the congestion problem cannot be a universal panacea but an option that has to be considered carefully and utilised in appropriate situations. So, the challenge is to use the road capacity we have more effectively.

4.3.1 Management of the Highway Network

As outlined in Chapter 2, the TMA is designed to transform the way LTAs undertake their duties and to ensure a more proactive control of all activities that take place on the highway network by others. The ultimate aim is to reduce congestion and disruption to all road journeys.

The management of the highway network is perhaps the most important new duty to be placed on LTAs by the TMA. In accordance with the Act, the County Council has appointed a Traffic Manager (see Section 6) to ensure it has a co-ordinated, planned, and effective response to the NMD across the whole organisation, and to make sure that agreed actions are implemented.

4.3.2 Network Information

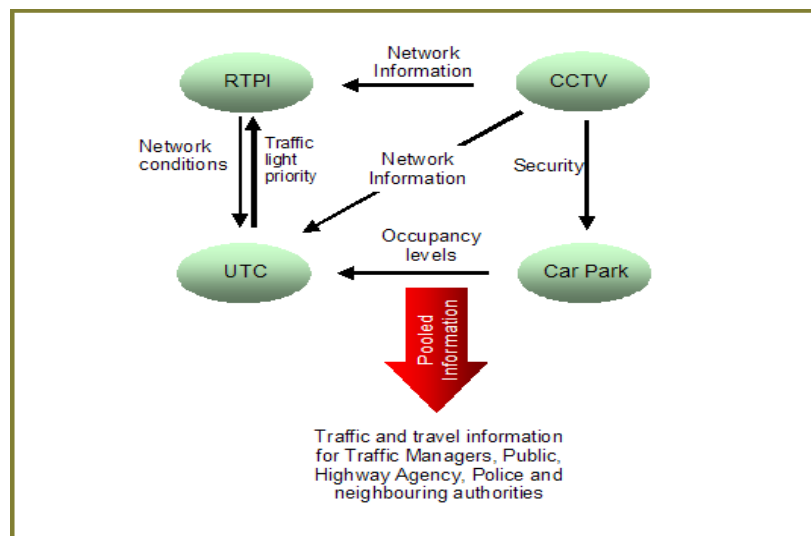
One of the most challenging impacts of the TMA is the requirement on LTAs to measure and monitor the performance of the highway network in real-time. Having said this, the County Council is particularly well placed to deal with this requirement as it has installed, primarily in Salisbury, a number of Intelligent Transport System (ITS) applications over recent years:

- Urban Traffic Control (UTC);
- Real Time Passenger Information (RTPI);
- Car Park Guidance System (CPGS); and
- Highway CCTV.

These systems can, for example,:

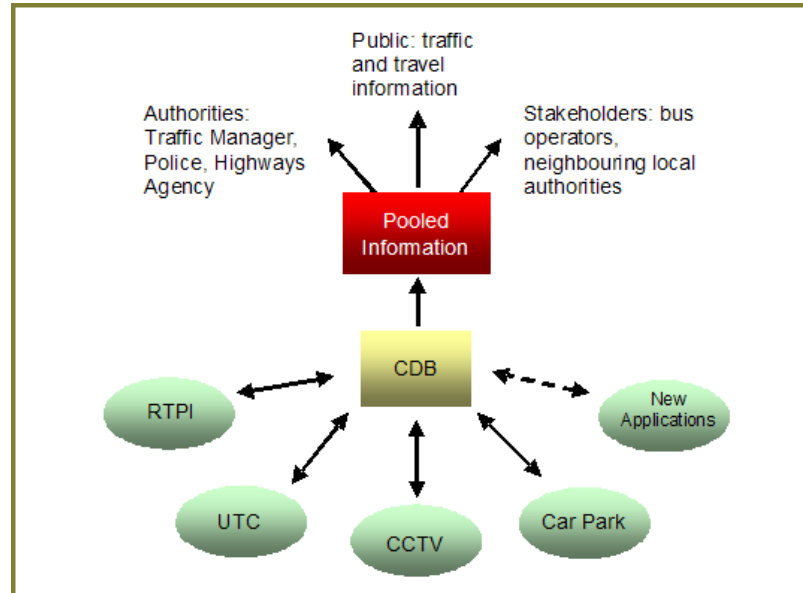
- monitor the performance of the network;
- detect incidents;
- enable buses to traverse the network efficiently;
- provide historical data; and
- inform the public and key stakeholders of network conditions.

Figure 4.1: Information Flow in an Integrated ITS System



Further benefits would accrue if the ITS was to be integrated on the basis of the national Urban Traffic and Management Control (UTMC) model developed by the DfT. This centres on the installation of a Common Data Base (CDB) as an information hub at the heart of the system to hold and disseminate information. Figure 4.2 shows how this approach could be used and presents a physical architecture for delivering the integration shown in Figure 4.1.

Figure 4.2: UTMC Architecture for Salisbury and Wiltshire



The delivery of a Wiltshire Traffic Control Centre is one of the goals of the County Councils 'Corporate Plan – Updated 2007'.

4.3.3 Development Planning and Control

Development planning policies and control are important tools, as preventing congestion problems before they happen is nearly always much cheaper and easier than developing solutions after they occur.

The Wiltshire and Swindon Structure Plan 2016 aims to achieve a more sustainable pattern of development where the emphasis is placed on reducing the growth in the length and number of motorised journeys and encouraging alternative means of travel, thereby reducing reliance on the private car. In addition, a number of the components of the Wiltshire LTP Core Strategy (see Table 3.2 on page 14) seek to utilise land-use and transport powers to address and reduce congestion issues in Wiltshire.

As the LTA, the County Council also has an important role to play through its development control function to ensure that the location, layout and impact of new developments do not exacerbate or cause new congestion problems. The four District Councils, as Local Planning Authorities (LPAs), consult the County Council on planning applications which have implications for highway design, traffic, parking and other transport matters (from the 1st April 2009, Wiltshire Council will act as the sole LPA in Wiltshire). The wider policy framework is provided by national guidance, such as Planning Policy Guidance Note 13 'Transport' (2001), the Regional Transport Strategy and local development plans. In assessing transport assessments submitted with planning applications, the County Council uses the Department for Communities and Local Government/DfT 'Guidance on Transport Assessment' published in March 2007.

In addition, the County Council will continue to seek the potential benefits that can be derived through the negotiation of impact mitigation works and contributions from developers to off-set the negative transport impacts that can be caused by development, and to provide good quality options for travel. Although the Council had previously begun work to develop a more formalised methodology, this was put on hold following the scrapping of the Government's proposed Planning Gain Supplement in October 2007. The Government has now introduced a tariff-based approach, termed the Community Infrastructure Levy as part of the Planning Act 2008.

4.3.4 Public Transport

One of the two aims of the County Council's LTP Public Transport Strategy is:

To provide the public with a wider range of travel choices as an alternative to the private car, thereby contributing to reducing **congestion** and air pollution and improving road safety.

The Public Transport Strategy is based around the identification of four categories of geographical area, of which three have particular significance for congestion issues:

- Within the Salisbury urban area the bus will play a major role in helping to reduce congestion and the impact of traffic as part of the Salisbury Transport Plan.
- The Key Bus Route Network (KBRN) links the main centres within and outside the county. As such, they perform more than just a local function and can make a significant contribution to the aim of providing transport that is frequent and attractive enough to be seen as an alternative to the private car.
- Wiltshire has a number of settlements which are large enough for public transport to be needed for some journeys within the town. The aim here is to provide services that offer a realistic and attractive alternative to the car on the best-used routes.

A five-year implementation plan for public transport measures is set-out in the LTP Public Transport Strategy. The congestion-related measures in the implementation programme include the following:

- **Bus frequency and coverage:** the Council will seek to maximise commercial provision, to increase passenger use through joint initiatives and to ensure that new developments are well served by buses.
- **Bus stops, shelters and interchanges:** completing the established KBRN project of improvements at the main stops on inter-urban routes.
- **Punctuality and reliability:** piloting Punctuality Improvement Partnerships with major operators who already have the capability to 'track' buses with vehicle location technology.
- **Quality:** the Council will continue to work with commercial operators to encourage them to invest in vehicles, marketing, customer care and disability awareness training.
- **Fares and ticketing:** the inter-availability of tickets will be encouraged on commercial services (as far as is possible within a competitive deregulated market), and will continue to be a requirement on Council-supported services.
- **Rail:** the level of train services in Wiltshire has generally improved since privatisation, and the Council will continue to pursue the maintenance and improvement of services.
- **Taxi/private hire:** the promotion of taxi – bus/rail interchanges will be taken into consideration when improvements are carried out at interchange locations.
- **Information and marketing:** RTPi should improve passenger confidence and the image of bus travel. The technology also provides benefits to the bus companies in terms of managing their operations.
- **Co-ordination of transport and integration with other policy areas:**
co-ordination of bus and train timetables, to promote opportunities for interchange, will continue to be sought where feasible.

4.3.5 TravelWise and Smarter Choices

TravelWise aims to provide the public with as much information and encouragement as possible to use sustainable travel modes or reduce the need to travel altogether. Reducing trips, mileage, and the use of private cars, especially those used as 'single occupancy vehicles', can help to lower congestion and air pollution, and improve people's physical health and wellbeing, road safety and streetscapes.

In order to influence people's travel choices and behaviour, the County Council uses a range of initiatives, known as 'smarter choices', including:

- Promoting the countywide car sharing scheme, www.carsharewiltshire.com which links into the national 'Liftshare' network.
- Using the travel plan process to target schools, businesses and other organisations to develop bespoke travel strategies. And, as a major employer in Wiltshire, the County Council will seek to lead by example through its own corporate travel plan.
- Working with a wide range of partner organisations to help promote sustainable travel choices in the organisations themselves and amongst staff.

- Publicity and education, including:
 - support for national, regional, and local campaigns;
 - the publication of user-friendly local cycling, walking, and public transport guides;
 - personalised travel planning and site specific advice for organisations;
 - an upgraded Young Transnet website; and
 - ongoing consultation with local communities through Cycle Liaison Panels and Walking Forums.

4.3.6 Demand Management Measures

These measures can influence the level of traffic in towns and can be an effective tool in encouraging the use of sustainable transport modes.

Parking

A parking study, commissioned by the County Council, Swindon Borough Council and the four District Councils prior to the first Wiltshire LTP, made recommendations on a number of issues including parking standards and charges, and new enforcement measures. Interpretation of the resultant LTP1 Parking Plan is made by the District Councils through their Local Plans/Local Development Frameworks. A review of the LTP1 Parking Plan will be undertaken by the County Council in line with the adoption of the RSS.

In partnership with the District Councils, the County Council has introduced Civil Parking Enforcement (CPE) throughout Wiltshire - this means that the County Council has taken over the enforcement of on-street parking restrictions from the Police. However, the District Councils actually manage the enforcement process on behalf of the County Council (the District Councils were already responsible for the enforcement of off-street car parks).

Given the role of the District Councils, the move to a Wiltshire Council will have significant implications for the management of parking in Wiltshire; the process of ensuring that the service successfully adapts to the new regime is being led by the Council's Parking Services Manager.

Charging Measures

Charging measures, such as road user charging and the workplace levy, are likely to become important tools in reducing traffic growth and encouraging the use of sustainable transport modes over the next ten years or so. However, given the predominantly rural nature of Wiltshire, it is unlikely that these types of measures would have a significant impact on traffic levels outside of the main urban areas. Nevertheless, the County Council will keep abreast of what is happening elsewhere in the UK and will keep opportunities for charging measures under review. In addition, the County Council will support the development and implementation of appropriate charging measures in Swindon, Bath and Bristol where these assist Wiltshire's economic, social and environmental objectives.

4.3.7 Network Improvements

The Council's integrated transport programme focuses investment on schemes that aim to tackle congestion and journey reliability problems by improving road safety and promoting access to sustainable modes of transport, thereby creating an environment where reliance on the private car can be reduced.

Traffic Management Measures

Along with parking, traffic management measures are a key component of any integrated approach to transport planning. They can enhance the management and efficiency of the highway network through a variety of measures such as the re-allocation of road space, speed controls, pedestrian crossing facilities and freight management measures.

The County Council will continue to invest in the development of traffic management schemes that enhance the environment, in order to make sustainable transport modes more attractive, address safety and speeding issues, and contribute to the meeting of air quality targets.

Cycling

The County Council is developing cycle networks in a number of its market towns. Where appropriate, the urban networks will be complemented by the development of inter-urban cycle routes. The measures being implemented include new cycle tracks, cycle lanes, 'Toucan' crossings, shared-use footways and secure cycle parking facilities.

Walking

During the LTP2 period, the Council is proposing to implement a programme of pedestrian schemes and street scene improvements that will encourage walking by making it a safer and more enjoyable option. These schemes will provide new and improved pedestrian links, improved street lighting and enhanced crossing facilities that will improve the safety and connectivity of the walking routes that link residential areas and the places that people need to visit, such as schools, town centres and other community amenities.

The County Council is committed to improving the accessibility of the centres of its market towns as they are the natural focus of people's journeys and the location of Wiltshire's main congestion problems. The town centre accessibility improvements in many of Wiltshire's market towns include the provision of better public transport infrastructure, measures to reduce accidents, and facilities to improve conditions for cyclists, pedestrians and those with mobility impairments. At the same time, efforts will be made to increase the efficient movement of vehicular traffic with limited increases in road capacity where it is considered appropriate.

4.4 APPRAISAL OF PROGRESS

In her December 2008 letter commenting on the County Council's LTP 2008 Progress Report, which includes details of Wiltshire's Network Management Plan, Hilary Neal (Deputy Regional Director, Government Office for the South West) stated that:

"I am pleased to see that you have made considerable progress in your area in relation to...Tackling Congestion and the Network Management Duty. I would like to congratulate you on these improvements, which will help to enhance the lives of residents of Wiltshire".

"I was pleased to see the progress you have made in developing your Network Management Plan, including the comprehensive gap analysis...We look forward to seeing a finalised Network Management Plan in the next year or so".

5. NATIONAL AND REGIONAL CONTEXT

5.1 INTRODUCTION

The DfT's 'Network Management Duty Guidance' highlights that road users do not see the road network as being divided between local authorities and the Highways Agency. In view of this, the TMA requires that local authorities and the Highways Agency consider not just their own networks but also the effects of their actions on the networks of others.

This chapter outlines what arrangements are in place at the national and regional level to aid co-ordination and consistency. Chapter 6, in the context of the Traffic Manager's role, then outlines in more detail issues such as cross-boundary co-ordination and liaison.

5.2 THE LOCAL TRAFFIC AUTHORITY NATIONAL GUIDANCE FRAMEWORK

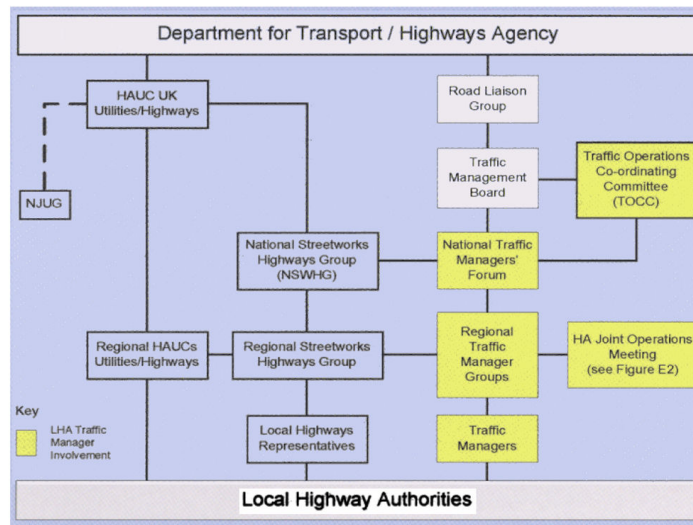
In recognition that the Highways Agency and LTAs share many objectives in the management of their respective networks, a revised 'National Guidance Framework for Operational Activities' (2007) has been developed by the Traffic Operations Co-ordinating Committee (TOCC) representing LTAs and the Highways Agency.

The common objectives of the National Guidance Framework are:

- To respond to the Highways Agency's and LTA's responsibilities in terms of managing the road infrastructure by implementing traffic management, network communications and other measures aimed at making best use of the existing infrastructure and facilitating integration with other transport modes.
- To take action to reduce the effects of congestion, including planning for contingencies, to increase the reliability of journey times and to minimise the risk of traffic related emergencies that threaten the welfare of the public.
- To minimise the impact of the network on both the natural and built environment.
- To improve safety for all road users and contribute to the Government's new safety strategy and targets for 2010.
- To work in partnership with the travelling public, transport providers and operators, and others affected by operations, to promote choice and information for the travelling public, monitor and publish information about the performance and reliability of the network.

Liaison between the Highways Agency and the LTAs is managed through a framework (see Figure 5.1 below). In terms of operational matters, the National Traffic Control Centre (NTCC) acts as the primary interface between the Highways Agency and LTAs for all traffic information for planned and unplanned events, and the Regional Control Centres (RCCs) act as the primary interface between the Highways Agency and the LTAs for the management of incidents occurring on the motorway and trunk road network. In addition, Detailed Local Operating Agreements (DLOAs) outline the procedures and practices for effective operations between the Highways Agency and its partners, including the LTAs. The DLOA document 'Partnership Working Arrangements between the Highways Agency and Wiltshire County Council' (2007) has been agreed and will be reviewed annually. The supplement to this DLOA deals particularly with the arrangements for diverting motorway and trunk road traffic onto the County Council's roads.

Figure 5.1: Highways Agency/LTA Liaison Framework Overview



5.3 SOUTH WEST HIGHWAY AUTHORITIES AND UTILITIES COMMITTEE

The South West Highway Authorities and Utilities Committee (SWHAUC) is one of a number of regional HAUCs set up throughout the UK. It oversees the work of the South West Streetworks and Highways Group and the South West Joint Utilities Group and provides a forum for LTAs and statutory undertakers (gas, electricity, water, sewerage and telecommunications) to discuss and review topics of concern and mutual interest.

5.4 SOUTH WEST TRAFFIC MANAGERS GROUP

Traffic Manager Groups provide a forum for LTA Traffic Managers and the Highways Agency to meet and discharge their obligations under the TMA. In addition, the groups:

- allow common issues to be explored;
- encourage the sharing of good practice and thereby improve performance, which includes engaging with other groupings at a regional level (e.g. HAUC, the Police, the Freight Transport Association, BPA, Regional Bus Forum etc.); and
- encourage good communication and facilitate links to the National Traffic Managers Forum.

5.5 OTHER REGIONAL GROUPS

There are a number of other regional groups which meet to discuss issues related to the TMA including the:

- South West Public Transport Users' Forum
- South West Regional Freight Forum.

6. THE TRAFFIC MANAGER GROUP

6.1 INTRODUCTION

Section 17(2) of the TMA states that:

“The [NMD] arrangements [of LTAs] must include provision for the appointment of a person (to be known as the “traffic manager”) to perform such tasks as the authority consider will assist them to perform their network management duty”.

In view of this requirement, following an initial temporary appointment in 2005, a recent internal reorganisation of the County Council’s Environmental Services Department has enabled a dedicated Traffic Manager Group to be set-up with a permanent Traffic Manager, Mr Andrew Wyatt, at its head (see Appendix 2).

6.2 TRAFFIC MANAGER

The appointment of a Traffic Manager will ensure that the County Council has a co-ordinated, planned and effective response to the NMD across the whole organisation, and that agreed actions are implemented.

The Traffic Manager has been appointed at a senior level because the role requires a direct responsibility for key areas of network management and close liaison with other group managers responsible for the areas of Bridge Maintenance, Highway Improvements, Passenger Transport, Regulatory Services and Transport Policy. This appointment will enable a co-ordinated approach to be made in respect of the Council’s NMD, including its road safety, congestion and traffic management aspects. The Traffic Manager also has a co-ordinating and liaison role with external bodies such as district councils, neighbouring authorities, utilities and the Highways Agency – **these and other relevant bodies should ensure that the Traffic Manager is consulted on all matters which may have a significant impact on the Council’s highway network.** Mr Wyatt is a member of the South West Traffic Managers Group and attends other key regional and sub-regional meetings as required.

The Traffic Manager is seen as having an over-arching role to address the needs of all road users, including pedestrians, cyclists, public transport users, businesses, as well as drivers. Apart from the co-ordination role, the post is also seen as being able to influence policy and strategy across the whole of the Council’s operations with regard to transport issues.

The three key roles of the Traffic Manager are:

- To oversee the County Council’s co-ordinated, planned and effective response to the statutory NMD in accordance with its overall aims and LTP objectives.
- To manage the Street Works team to ensure compliance with the authority’s statutory duty in accordance with the New Roads and Street Works Act (NRSWA)1991 and the TMA 2004.
- To manage the development and setting up of a Traffic Control Centre to further the authority’s network management objectives to maximise road network capacity utilising ITS.

6.3 TRAFFIC MANAGER GROUP

The Traffic Manager Group has a number of key roles:

Network Management	<p>To maximise the use of the highway network by minimising disruption and delay to the travelling public by utilising intelligent transport systems such as Variable Message Signs and Urban Traffic Control.</p> <p>Development of a Traffic Control Centre to monitor traffic movement and disseminate information to the travelling public to enable informed decisions to be made on when and how to travel.</p> <p>Identification of local congestion 'hot spots' e.g. at junctions and roundabouts where minor engineering works could improve the traffic flow (in association with the Transport Services Development Group).</p>
Street Works	<p>Liaison with utilities (telecommunication, water, gas and electricity companies) on the timing of road works to minimise congestion and delay to road users.</p> <p>Co-ordination of road works being undertaken by the utilities, developers and the highway authority to avoid conflict.</p>
Special Projects	<p>Review of parking controls in the towns and the formulation of schemes for new yellow line restrictions and parking places.</p> <p>Leading on the review of parking management in Wiltshire as a result of the One Council for Wiltshire process.</p> <p>Introduction of civil enforcement arrangements for parking controls (putting in place the arrangements for the Council rather than the Police to enforce yellow lines and parking place controls).</p>
Safety Cameras	<p>Representing the County Council's interests in the operation of safety cameras to enforce speed restrictions.</p>

7. NETWORK MANAGEMENT

7.1 INTRODUCTION

While the TMA places further powers and responsibilities in the hands of LTAs, the previous chapters have demonstrated that the County Council is already dealing with a number of network management aspects as part of its existing (i.e. pre-TMA) powers and responsibilities. This chapter further demonstrates what the County Council is already doing in respect of a number of other important network management related issues.

7.2 NETWORK MANAGEMENT HIERARCHY

While it is acknowledged that all routes are important to the people who use and benefit from them, it is not practical or appropriate to apply the same level of importance or role to each and every route. If this were to be done, then every road would be trying to act as traffic routes, as shopping places, as play areas, as meeting places, and so on. Since these are significantly different roles, a road would not be achieving any one role satisfactorily, and more importantly, there would be potential conflicts between the different roles and users of the road. Given these issues, a hierarchical and clear approach needs to be taken to the way in which the highway network is managed.

In essence, what this means is that the mixture and balance of functions to be performed by each route needs to be identified so that it can be managed accordingly. This may mean that, for example, in town centres, particular attention is given to the accessibility needs of pedestrians whilst on main radial routes more emphasis is given to the movement of buses and freight. In practical terms, this could mean that road features are designed to reinforce the intended balance of users and functions by encouraging appropriate uses and behaviour, and by discouraging incompatible uses and behaviours. This approach is not new as most LTAs, including Wiltshire County Council, have adopted a number of different ways to classify and manage their own highway networks. However, the NMD now requires LTAs to more clearly and robustly identify and group roads in relation to their location and the activities on them. In doing so, this can assist LTAs to balance competing demands while continuing to manage the network effectively.

The current national structure for the classification of roads is set out in 'Transport in the Urban Environment' (The Institute of Highways and Transportation, 1997) which brings together a number of relevant definitions. In addition to these statutory or administrative categorisations, local authorities have also classified routes for other purposes. In Wiltshire, the following designations and hierarchies have been established:

- **Highway Maintenance** – the principle of maintaining roads according to their functional importance is given legal sanction under Section 58 of the Highways Act 1980 and is based on the Association of County Council's 'Highway Maintenance Code of Good Practice'. This provides a road hierarchy consisting of three groups of roads (Group I, II and III) against which maintenance policies are described, priorities decided and resources allocated.
- **Traffic Sensitive Streets** – under the NRSWA 1991 (Section 64), highway authorities may designate certain streets as 'traffic sensitive' and thereby have the power to control the times when works may take place in order to reduce disruption. Traffic sensitive streets are identified in Wiltshire's 'Street Gazetteer'.

- **Key Bus Route Network** – a network of strategic bus routes linking the main centres within and outside Wiltshire.
- **Rights of Way** – currently, the 6,162 kilometres of Rights of Way are made up of (defined in ‘The Definitive Map and Statement for Wiltshire’):
 - 3,597km of public footpaths
 - 1,522km of public bridleways
 - 224km of restricted byways
 - 813km of byways open to all traffic
- **Cycle Networks** – in addition to the Wiltshire Cycleway and the National Cycle Routes through Wiltshire, the County Council is progressing its work to establish cycle networks in the main market towns in the county.
- **Freight Route Network** – a network of strategic and local freight routes which advise HGV drivers of the most appropriate routes in Wiltshire.
- **Diversions Routes** – As part of the Council's DLOA with the Highways Agency there are agreed tactical diversion routes in place for the M4 motorway and A419 trunk road.
- **Winter Gritting Routes** – The County Council grits key routes with salt during the winter period (October to April). The key routes comprise a total length of about 1160 km (725 miles) and represent some 25% of the entire maintained network.

In order to fulfill its NMD requirements, the County Council will build on the above road designations and hierarchies. This work will also allow the Council to develop different policies for different roads and different road users. Ultimately, the County Council's goal in creating its highway and road user hierarchy is to achieve a road network that is clear, consistent and safe, and which balances the needs of the economy, the environment and society.

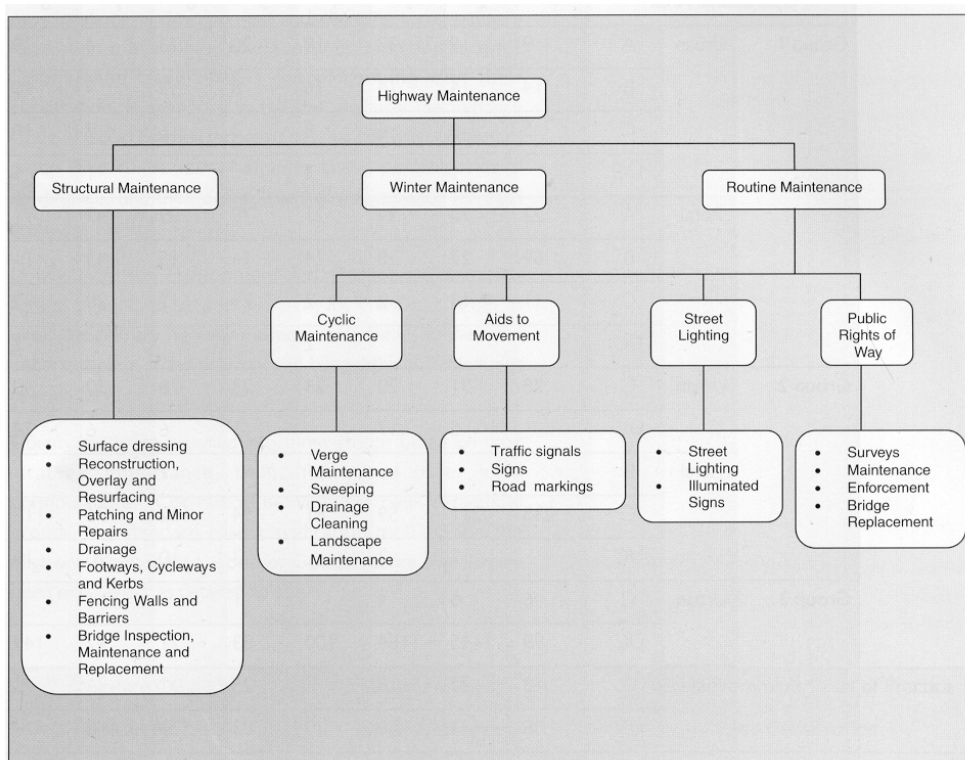
7.3 HIGHWAY MAINTENANCE STRATEGY

The LTP Network Management Action Plan produced in 1998 makes it clear that as the local highway authority, the County Council has the statutory duty to maintain the local public highway network in accordance with the Highways Act 1980 (as stated in Section 3.2, the Network Management Action Plan concentrated on maintenance issues - when it is reviewed during the LTP2 period, the opportunity will be taken to rename the document the ‘LTP Maintenance Plan’).

The Council must ensure that the public highway network is free of obstructions and kept in a condition which allows the safe passage of people and goods. In order to achieve these objectives, the County Council implements a cyclic programme of inspections of the network and provides out-of-hours cover for dealing with emergencies together with a winter maintenance plan for dealing for ice and snow. And, in order to keep the network in good condition, a programme of reactive and planned maintenance is carried out. This includes the repair, resurfacing and reconstruction of the highway, including any structures, drainage systems and related infrastructure – in order to improve the management of the highway network, the Council is seeking to complete a Transport Asset Management Plan (TAMP).

Wiltshire County Council, in common with many other local authorities, has based its policies for highway maintenance on the 'The Local Authority Associations Code of Good Practice' and on the standards and specifications prepared by the DfT and CSS (known previously as the County Surveyors' Society). Highway maintenance works are generally classified under the headings of 'structural maintenance', 'routine maintenance' and 'winter maintenance'. Figure 7.1 below indicates the breakdown of activities under these headings:

Figure 7.1: Breakdown of Maintenance Works



The objective of the Council's maintenance policies and programme of works is to keep Wiltshire's highway network functioning efficiently and safely. By doing so, this will ensure that the network is kept in the best condition possible. Ultimately, this should help reduce unplanned diversions and closures. However, maintenance works also have the potential to create disruption and delays to traffic. Currently, the County Council manages this by, for example, restricting some works at key times in sensitive locations and by co-ordinating works to ensure that works are not undertaken on diversionary routes. The challenge posed by the TMA is to balance the need to carry out essential maintenance with its potential adverse impacts on delays and disruption, against the need to maintain the efficient movement of traffic as required by the NMD.

7.4 NEW ROADS AND STREETWORKS ACT

The NRSWA 1991 provides a legislative framework for streetworks activities undertaken by utilities, and also for LTA road works to the extent that those must be co-ordinated. The NRSWA is important as it aims to balance the respective statutory rights of LTAs and utility companies to carry out works in the street or highway, against the rights of road users to expect the minimum disruption from those works.

The NRSWA empowers the Secretary of State to issue or approve 'codes of practice' giving practical guidance to LTAs and statutory undertakers. In undertaking its responsibilities under the NRSWA, the County Council follows the advice contained in the following documents:

- 'Code of Practice for the Co-ordination of Street Works and Works for Road Purposes and Related Matters' (DfT, 2nd Edition, July 2007);
- 'Working Together: A Good Practice Guide to Managing Works in the Street' (DfT, May 2007); and
- 'Management of Highway Structures – A Code of Practice' (September 2005)

Co-ordination and Co-operation: The NRSWA places specific obligations on both LTAs and utility companies with respect to co-ordination and co-operation. There is a statutory duty on LTAs to use their best endeavours to co-ordinate all highway works in the interests of safety, to minimise inconvenience to persons using the street, and to protect the structure of the street and the integrity of apparatus in it. This duty also applies to utility companies and extends to co-ordination with other LTAs where works in a street for which one authority is responsible affect streets for which other authorities are responsible. To ensure successful co-ordination, the County Council holds regular meetings with utility companies, the Highways Agency and neighbouring authorities to ensure the flow of accurate and timely information.

The TMA tightens the existing regulatory framework within which utility companies are permitted to dig up local roads giving LHAs more powers to co-ordinate control and direct works effectively with the aim of minimising disruption. While the County Council has formal arrangements for consulting with utility companies and other main players, public consultation is currently limited.

Traffic Sensitive Streets: At locations where serious traffic disruption may ensue from the presence of road works, the LTA may designate streets as 'traffic sensitive'. Once designated, LTAs and utilities must avoid carrying out works in the traffic sensitive street at sensitive times unless there is no realistic alternative.

The criteria under which a street can be designated 'traffic sensitive' are specified in regulations made by the Secretary of State under the NRSWA. In addition, to cater for very special local circumstances, provision is made in the regulations for the additional designation of traffic sensitive streets by agreement between LTAs and statutory undertakers in their area. The County Council originally designated streets in Wiltshire as 'traffic sensitive' in the early 1990's. These will be reviewed as part of the development of this Network Management Plan.

The TMA tightens the existing regulatory framework under which road works are conducted and gives authorities more powers to co-ordinate, control and direct works effectively with the aim of minimising disruption. In undertaking the development of this plan, and in particular the review of the existing network hierarchy, the County Council will ensure that all appropriate streets have a 'traffic sensitive' designation.

7.5 CONTINGENCY PLANNING

Dealing with incidents on the network is important to ensure safety and the effective operation of the network. Potential incidents include:

- vehicle collisions;
- extreme weather conditions (flooding, snow and high winds);
- abandoned vehicles;
- other obstructions on the highway; and
- major events (co-ordinated by the County Council's Emergency Planning Team).

In order to deal with these incidents it is necessary to have contingency plans in place and have resources ready to deal with them.

The County Council has established liaison procedures with the Police, other authorities, and emergency services for dealing with emergencies on the network. The Council's contractor, Ringway, provides an Emergency Response Team to attend incidents within one hour, and when required, resources are increased to deal with incidents in accordance with their importance. Chemical spillages and similar hazards are covered by protocols issued by the County Emergency Planning Officer and agreed with the emergency services and other organisations. Weather and flood warnings are monitored in order to prepare an appropriate response. During the winter, precautionary salting of the network is undertaken according to circumstances, and there is a Snow Plan for implementation if required. Annual co-ordination meetings are held with adjoining authorities and information on contacts is regularly exchanged.

While the County Council does have suitable plans in place to deal with incidents, the flooding events witnessed during the summer of 2007 highlight that the focus of contingency plans may need to shift to deal with possible increased climatic impacts and other events such as the threat of terrorism. As part of a regional study that will seek to identify and increase the resilience of vulnerable parts of the strategic transport network, the County Council has identified vulnerable parts of the strategic transport network in Wiltshire (Appendix 5).

7.6 ROAD SAFETY

The County Council is committed to making Wiltshire's roads safer and to reducing casualties from road traffic collisions. Central government sets the structure within which local agencies work on road safety and local authorities play a major part in the Government's strategy. In addition to the suffering caused by traffic collisions, the financial costs are high to the NHS and the economy overall. Road safety is also a key quality of life issue and actual or perceived road dangers can discourage walking and cycling.

Road safety contributes to the obligations and aspirations of the LTA in a number of ways:

- There is a duty under section 39 of the Road Traffic Act 1988 to prepare and carry out a programme of measures designed to promote road safety.
- It is a strategic goal of the 'A Healthier and Safer Wiltshire' document.
- It helps achieve the Government's casualty reduction targets for 2010.

A 'Road Safety Strategy for Wiltshire' has been developed with the Police and Health Authority covering the full range of road safety activities based on the well proven three E's: engineering, education and enforcement. These activities are undertaken either collectively or individually by the LTA, Police, Health Authority and/or other partners. The development of the strategy and its implementation is overseen by the Wiltshire and Swindon Road Safety Partnership which has the following representation: Wiltshire Police, Wiltshire Fire and Rescue Service, Wiltshire County Council, Swindon Borough Council, Highways Agency, Wiltshire Primary Care Trust and the Safety Camera Unit.

In terms of network management, road traffic collisions frequently cause delay and disruption to the movement of traffic on the highway network. The strategy of the County Council and its partners to reduce road traffic collisions should not only have a consequential improvement in road safety but also travel reliability.

Given the random nature of collisions, the setting up of a system of signed diversion routes for all roads in emergency situations is not considered viable. However, the County Council has worked with the Highways Agency on the signing of diversion routes to cater for diverted traffic in the event of a major incident on the motorway or trunk road network. Whilst this reduces the likelihood of diverted traffic using inappropriate routes, due to the high volumes of traffic involved, consequential congestion on the County road network is inevitable.

7.7 FREIGHT MANAGEMENT

Advances in road haulage and storage and distribution methods have provided us with unparalleled consumer choices, 24-hour shop opening hours and just-in-time deliveries. In fact, efficient and flexible freight distribution services have become such an integral part of modern living that it is difficult to imagine life without them. However, the way in which freight distribution supports economic vibrancy and growth should not be at the expense of the environment or local communities. The County Council recognises this and takes seriously the need to achieve a more sustainable distribution of freight that balances the needs of the economy, the environment and society.

To help achieve this aim, the County Council set-up the Wiltshire Freight Quality Partnership (FQP) in 2000 to provide a forum for representatives from industry, freight operators, local government and other interested parties to discuss freight related matters and to promote solutions which reconcile the need for access with local environmental and social concerns. Through regular meetings, the FQP has helped progress Wiltshire's LTP Freight Strategy and Freight Action Plan.

One of the central actions of the LTP Freight Strategy is the development of a Wiltshire HGV route network. This network consists of a hierarchy of strategic lorry routes, a supporting network of local lorry routes and other routes not identified for through traffic. As an aid to the implementation of the network, a Wiltshire HGV Route Network map has been produced. This informs HGV drivers of the most appropriate routes to use in Wiltshire. By using these routes, drivers will reduce the stress of driving by avoiding unsuitable roads and minimise their impact on the environment and local residents while still meeting the economic needs of the County. Non-designated freight routes on the network then fulfil the function of providing local HGV access to destinations.

In terms of dealing with local HGV issues, the County Council typically follows a phased approach which first seeks to establish the significance and nature of the problem. If warranted, discussions are then undertaken with haulage operators and any appropriate signage changes are implemented. Only after these actions have been carried out would the Council normally explore the use of freight management measures, such as the imposition of weight limits. To assist in its approach to local HGV issues, which have increased in number in recent years due to drivers following inappropriate 'sat nav' routes, the Council has developed an assessment and priority mechanism to enable it to more readily decide where to focus its limited resources.

As part of the ongoing work to implement the Freight Action Plan, the County Council is carrying out a survey of HGV parking facilities in Wiltshire and has reviewed signing on the strategic lorry routes (M4, A34, A350 and A303). Both of these work streams will feed into the development of the Network Management Plan.

7.8 CONSULTATION AND PARTNERSHIPS

7.8.1 Consultation

The Council understands that consultation with stakeholders, partners and the public forms an important part in the delivery of an improving transport system for Wiltshire. Therefore, in addition to consultations on the LTP (see paragraphs 3.2 and 4.2.3), the Council has undertaken or participated in a number of other consultation and/or benchmarking processes concerning transport and traffic/network management:

- The National Highways and Transport Public Satisfaction Survey 2008 - a postal survey conducted by Ipsos MORI during June 2008 in 33 local authority areas. Some 4,500 questionnaires were sent out in each area and the average response rate was 19%. The DfT have been sent details of the survey and have commented that this is the sort of benchmarking and engagement exercise that local authorities should be participating in. For further details of the survey and the results please see <http://nht.econtrack.net/AboutClub.aspx>.
- The People's Voice Survey - undertaken during July 2008 with a panel consisting of 3,873 people from all areas of Wiltshire. A copy of the overall report which includes details of the responses to a number of traffic questions, please see www.intelligencenetwork.org.uk.
- The South West Traffic Managers Group/South West Highways Service Improvement Group – developed a set of performance indicators to benchmark the compliance of each LTA in the south west with the criteria set out in the Government's Intervention Order 2007.

7.8.2 Partnerships

The County Council is committed to building and maintaining partnerships to ensure that its transport service deliver community needs. In undertaking and publishing its 'Review of Transport' (October 2005), the Audit Commission stated that "The Council is achieving better value for money by working in partnership with others" and "The Council improves its capacity by working well in partnership with others. It is a member of a number of fruitful partnerships".

Table 7.1: Partnerships Relevant to Network Management

Partnership	Membership	Role
Joint Strategic Transport Group	County and District Members and Officers	Co-ordinated input and review of County Council and District Council relationships across the transport spectrum.
Punctuality Improvement Partnership	Meetings with bus operators First and Wilts & Dorset	Use of operator data to identify causes of poor punctuality and (involving the Council's Traffic Manager) actions to mitigate or eliminate these.
Freight Quality Partnership	County Council, District Councils, Freight Transport Association, Road Haulage Association, Wiltshire Constabulary, Campaign to Protect Rural England, Mendip Quarries Producers Association	Development and review of Freight Strategy, Action Plan and 'Freight Routes in Wiltshire' map. Involvement in local freight issues through local FQP working groups.
LTP Forum	Key countywide stakeholders	Reviews progress on the development and implementation of the LTP, encourages wider ownership of LTP objectives and provides advice on strategies, priorities and targets.
Wiltshire Highways Partnership	County Council and Ringway	Management, implementation and monitoring of maintenance operations.
Wiltshire and Swindon Road Safety Partnership	County Council, Swindon Borough Council, Highways Agency, Health Authority, Wiltshire Constabulary and Fire Brigade	Co-ordinate approach to improving road safety in Wiltshire and liaise closely to implement the 3 E's of education, enforcement and engineering.
Wiltshire Local Air Quality Management Working Group	County Council transport planning officers and District Council environmental health officers	Development of air quality reviews and assessments, Progress Reports and Air Quality Action Plans.
Walking Forums	County and District Council Members and Officers, Town Councils, Wiltshire Health Promotions, local voluntary groups (Campaign for Better Transport, Walking for Health Initiative, LA21), local stakeholders, walkers.	Consultation on development and implementation of capital and revenue schemes. Ongoing review of priorities, targets and progress on action plans. Undertake promotions and publicity events including encouraging more ownership of LTP objectives.

8. MONITORING PERFORMANCE

8.1 INTRODUCTION

Monitoring is important in order to understand both what is happening as a result of actions and to highlight those areas where changes need to be made to improve performance.

Overall, the County Council has a structured and systematic approach to monitoring performance. An Audit Commission report on Performance Management stated that the Council:

“monitors achievement of objectives and has devised a reporting timetable which allows reviews to feed into service and financial planning. It produces a single comprehensive quarterly performance report which includes performance across the Council and focuses on its key priorities and LPSA targets, but also provides detailed key performance indicator information in a structured and easy to understand format. The report is owned by the chief executive, presented to cabinet and performance scrutiny task group and is circulated to directors for review.”

Excelsis is the County Council's corporate performance planning and reporting system. It provides the golden thread from the Council's Corporate Plan goals to Service Plan actions and provides a database of key performance indicators, action plans and risks. Excelsis helps managers to integrate the management of risk with the management of performance and plans by bringing the relevant information together.

8.2 LTP MONITORING FRAMEWORK

In terms of the LTP, performance is monitored through the use of outcome indicators that record whether the LTP2 is achieving the desired effect. These are supported, where required, by output indicators summarising progress with the LTP2 implementation.

Certain indicators are prescribed by the DfT. These are complemented by local indicators representing progress towards the Council's objectives. The choice of indicator is dependent upon the need to meet as far as practicable a number of criteria:

- It must reflect progress towards the Council's objectives.
- It should be meaningful to a wide audience.
- It should be sufficiently accurate to allow meaningful comparisons between years.
- it should be representative of the area to which it applies.
- It should provide useful feedback for the performance management regime.
- It should be economical to measure.

Where possible, use has been made of the indicators and experience gained during the first LTP period, and data collection established over many years. This includes:

- Traffic counts at over 100 permanent automatic count sites.
- Annual manual traffic counts at town cordons / screenlines.
- Thrice-yearly manual counts of pedestrians and cycles in each major town.
- Survey of bus punctuality across a number of services
- Collection of accident statistics from police recording.
- Collection of road and footway condition information from automatic and visual surveys.
- Databases including the register of street works.

8.3 FUTURE MONITORING FRAMEWORK

The guidance on the NMD (para. 69) highlights that:

“Gathering and considering information will be a key element of an authority’s work in meeting the duty. This information can provide evidence of the need to adopt particular policies, their success or otherwise, and assist in the operational management of the network”.

The issue of performance monitoring has been discussed at South West Region Traffic Managers Group meetings where it has been decided that indicators will be developed following the issuing of further guidance from the DfT.

In the wider context, the transport monitoring regime undertaken by the County Council is likely to change over the next few years to take fully into account the new LAW/LAA and in particular the single set of national indicators (198 in total of which ten are directly transport related) which form the basis of a new performance management framework for local authorities; those with direct or indirect transport implications will be reflected in the third Wiltshire LTP.

APPENDIX 1: CONTACTS

Normal Office Hours (for highway functions)

Day	From	To
Monday	08:30	17:15
Tuesday	08:30	17:15
Wednesday	08:30	17:15
Thursday	08:30	17:15
Friday	08:30	17:00
Saturday	Closed	Closed
Sunday	Closed	Closed

Operational Contacts During Office Hours

Contact for UTC/Real-Time Management	
Post Title	CLARENCE Information Room
Name	CLARENCE Information Room
Postal Address	Wiltshire County Council, County Hall, Trowbridge, Wiltshire BA14 8JD
E-mail Address	clarence@wiltshire.gov.uk
Fax Number	01225 713488
Telephone Numbers	0800 232323 (01225 777234 if calling from outside Wiltshire)

Contact for Highway Maintenance/Repair	
Post Title	CLARENCE Information Room
Name	CLARENCE Information Room
Postal Address	Wiltshire County Council, County Hall, Trowbridge, Wiltshire BA14 8JD
E-mail Address	clarence@wiltshire.gov.uk
Fax Number	01225 713488
Telephone Numbers	0800 232323 (01225 777234 if calling from outside Wiltshire)

Contact for Winter Maintenance	
Post Title	Network Support Manager
Name	Paul Smith
Postal Address	Wiltshire County Council, County Hall, Trowbridge, Wiltshire BA14 8JD
E-mail Address	paulsmith@wiltshire.gov.uk
Fax Number	01225 764360
Telephone Numbers	01225 713271

Contact for the Operational Use of Tactical Diversions	
Post Title	Network Support Manager
Name	Paul Smith
Postal Address	Wiltshire County Council, County Hall, Trowbridge, Wiltshire BA14 8JD
E-mail Address	paulsmith@wiltshire.gov.uk
Fax Number	01225 764360
Telephone Numbers	01225 713271

Contact for Emergency Planning	
Post Title	County Emergency Planning Officer
Name	Mark Kimberlin
Postal Address	Wiltshire County Council, County Hall, Trowbridge, Wiltshire BA14 8JD
E-mail Address	markkimberlin@wiltshire.gov.uk
Fax Number	01225 713156
Telephone Numbers	01225 713155/07768 342930

Contact for Information on Major Traffic Generating Events in Wiltshire	
Post Title	County Emergency Planning Officer
Name	Mark Kimberlin
Postal Address	Wiltshire County Council, County Hall, Trowbridge, Wiltshire BA14 8JD
E-mail Address	markkimberlin@wiltshire.gov.uk
Fax Number	01225 713156
Telephone Numbers	01225 713155/07768 342930

Operational Contacts Outside Office Hours

Contact for Winter Maintenance (Out of Hours)	
Post Title	Network Support Manager
Name	Paul Smith
Postal Address	Wiltshire County Council, County Hall, Trowbridge, Wiltshire BA14 8JD
E-mail Address	paulsmith@wiltshire.gov.uk
Fax Number	01225 764360
Telephone Numbers	01225 713271

Contact for Action on Highway Matters	
Post Title	Duty Engineer/Duty Officer
Name	
Postal Address	Via Care Direct
E-mail Address	
Fax Number	
Telephone Numbers	01722 413834

Function	Covered by Above Out-Of-Hours Contact	
	Yes	No
UTC and related management	✓	
Operational use of tactical diversion routes	✓	
Emergency Planning	✓	
Winter Maintenance	✓	

Management Contacts

Traffic Manager	
Post Title	Traffic Manager
Name	Andrew Wyatt
Postal Address	Wiltshire County Council, County Hall, Trowbridge, Wiltshire BA14 8JD
E-mail Address	andrewwyatt@wiltshire.gov.uk
Fax Number	01225 713400
Telephone Numbers	01225 713495

NTCC Liaison Lead Contact	
Post Title	Traffic Manager
Name	Andrew Wyatt
Postal Address	Wiltshire County Council, County Hall, Trowbridge, Wiltshire BA14 8JD
E-mail Address	andrewwyatt@wiltshire.gov.uk
Fax Number	01225 713400
Telephone Numbers	01225 713495

APPENDIX 2: TRAFFIC MANAGER GROUP STRUCTURE

TO BE INSERTED

APPENDIX 3: NETWORK MANAGEMENT DUTY GUIDANCE – REQUIREMENTS

PARA	REQUIREMENT (WCC reference in brackets (e.g. (R2) – see Appendix 4)
	INTRODUCTION
	Context
	The Network Management Duty
9	Part 2 of the Act places a network management duty on LTAs. Section 16 (1) states: <i>“It is the duty of a local traffic authority to manage their road network with a view to achieving, so far as may be reasonably practicable having regard to their other obligations, policies and objectives, the following objectives:</i> (a) securing the expeditious movement of traffic on the authority’s road network ; and, (b) facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.”(R1)
10	Section 31 of the Act specifically states that the term “traffic” includes pedestrians. So the duty requires the LTA to consider the movement of all road users (R2) : pedestrians and cyclists, as well as motorised vehicles – whether engaged in the transport of people or goods.
12	The overall aim of the “expeditious movement of traffic” implies a network that is working efficiently without unnecessary delay to those travelling on it. But the duty is also qualified in terms of practicability and other responsibilities of the authority. This means that the duty is placed alongside all the other things that an authority has to consider, and it does not take precedence (R3) . So, for example, securing the expeditious movement of vehicles should not be at the expense of an authority’s road safety objectives. But, the statutory duty reflects the importance placed on making best use of existing road space for the benefit of all road users.
13	Road users do not generally view the road network as divided between local authorities. They use the network as a whole, irrespective of who is responsible. Under the duty, not only does an authority need to consider its own network, but also the effects of its actions on the networks of others (R4) . This is to prevent either results being achieved by moving the problem elsewhere, or conflicting policies causing problems across administrative boundaries. But more positively, it is to achieve the best operation of the network as a whole, especially in conurbations where networks of adjacent authorities can be highly inter-related.
14	The Act defines the action that an authority may take in performing the duty as including anything that would contribute to the more efficient use of the network (R1) , or that would avoid, eliminate or reduce congestion or disruption (R5) .
15	The duty is not limited to the actions of the traffic department within an authority. Local authorities will need to consider the duty when exercising any power that can affect the road network (R6) . Although the duty is framed by reference to a “local traffic authority”, it extends to the authority exercising its powers as highway authority and street authority under the 1980 Act and 1991 Act, and indeed any power to regulate or co-ordinate the uses made of any road.
16	Section 17 of the Act sets out the arrangements that an LTA must make to manage its own road network. These include the appointment of a Traffic Manager (R7), and establishing processes to identify (R8) and, where reasonably practicable, deal with things that could cause congestion and disruption (R5) . Arrangements must also include determining specific policies and objectives for the different roads in their network (R9), and monitoring the effectiveness of their arrangements and actions in meeting the duty (R10) .

PARA	REQUIREMENT (WCC reference in brackets (e.g. (R2) – see Appendix 4)
17	So, under the duty local traffic authorities have to <i>take account of the needs of all road users (R2), take action to minimise, prevent or deal with problems (R5), and consider the implications of decisions for both their network and that of others (R4)</i> . Inevitably, choices will have to be made and priorities set, both within network management and within the authority's wider activities. But the duty, and the objective embedded in it, provides a framework within which those decisions are taken. This guidance sets out in more detail what this will entail for a LTA.
	The Traffic Manager Requirement
20	The Act requires that <i>a Traffic Manager be appointed to perform the tasks that an authority considers necessary for meeting the duty (R7)</i> . This is a statutory post and all LTAs must have such an appointed person, who is to be known as the Traffic Manager. The post holder may carry other responsibilities for the authority. The key outcome for the authority is that it will need to deliver a co-ordinated, planned, and effective response to the network management duty across the whole organisation, and to ensure that agreed actions are implemented.
	Strategic Approach
24	The strategies and planning undertaken to meet the duty must <i>be consistent with wider local, regional and national policies and guidance and the overall policies of local authorities (R11)</i> .
25	Network management is one element of an authority's transport activities and should complement other policies and actions. As such, LTAs should look to <i>embed desired outcomes and appropriate policies and plans</i> under the network management duty <i>within Local Transport Plans (R11)</i> in order to achieve a coherent approach.
	SCOPE OF THE DUTY
	Main Considerations
26	The LTA has to <i>consider the needs of all road users, including utilities, when carrying out its network management duty. The LTA has to manage the road space for everyone, and make decisions about trade-offs between competing demands (R2)</i> according to its policies and the particular circumstances of the part of the network being considered.
27	The duty to <i>identify current and future causes of congestion and disruption (R8)</i> , and to <i>plan and take action accordingly (R5)</i> , will mean that authorities will need to have access to the information needed to do this. The needs of utilities (and the authorities themselves) to work on roads, and the wide range of road users can all affect network capacity. So it is important that LTAs <i>promote pro-active co-ordination of the network (R2), adopt a planned, evidence-led approach to known events (R12), and develop contingencies for the unforeseen (R13)</i> .
28	This will mean <i>putting arrangements in place to gather accurate information about planned works or events, consider how to organise them to minimise their impact, and agree (or stipulate) their timing to best effect (R12)</i> .
29	Some situations, such as unforeseen weather conditions, security alerts and other incidents are outside a local authority's control. But again, in meeting the duty the LTA must <i>establish contingency plans (R13)</i> for dealing with these promptly and effectively, as far as is reasonably practicable. It is the LTA's responsibility to ensure that all parties involved in making these arrangements work are fully consulted during their development, and have the information they need to put them into practice quickly.
30	With increasing pressure on road networks LTAs will also need to <i>identify trends in traffic growth on specific routes and put in place policies for managing incremental change (R14)</i> .

PARA	REQUIREMENT (WCC reference in brackets (e.g. (R2) – see Appendix 4)
31	The duty on an LTA does not stop at its borders. Each is required to <i>facilitate the expeditious flow of traffic on the networks of others (R1)</i> . In practice, for an LTA this will mean <i>identifying those authorities that could be affected by their actions and making arrangements for managing this (R15)</i> , even though they may not be immediately adjacent authorities. These would include consultation on initiatives, the sharing of information needed to meet the duty, and processes for ensuring that policies are consistent.
32	In order that traffic can move as freely as possible across administrative boundaries and in order to minimise impacts on traffic wherever they occur, it is important that all of those traffic authorities with an interest <i>agree joint working arrangements (R15)</i> .
	Managing Other Issues
	Wider responsibilities
36	Safety and environmental considerations remain important as does the operation, maintenance, repair and provision of services. The duty takes account of this. For example, measures to secure the expeditious movement of traffic should always be safe for all road users, particularly pedestrians, cyclists and motorcyclists. Clearly in meeting their duty LTAs also need to <i>consider their other responsibilities (R3)</i> such as those under environmental protection legislation, the Disability Discrimination Act, Health and Safety and planning legislation.
	Management of demand
37	Historic trends suggest that pressure on road networks, and in many cases, traffic congestion is likely to grow each year as the country becomes more prosperous and more people can afford to own cars. Car usage has also increased as motorists travel further to work and for leisure purposes. LTAs will need to <i>consider the best ways to deal with any prospective rise in demand (R5) (R14)</i> .
38	Government and local authorities have been looking at ways of reducing the demand so as to moderate or stem traffic growth even when the economy is growing. This has resulted in changes to land use plans, the establishment of school and workplace travel plans, and the promotion of tele-working amongst other things. More directly this has led to the desire to make cycling and walking safer and more attractive and the encouragement of public transport through ticketing schemes or better information, bus priority and quality initiatives, and congestion charging. These can all help to secure the more efficient use of the road network and successful measures can have an impact on its operation. They should not be seen as being in conflict with the principles of the duty and it is for the LTA to <i>decide on the most appropriate approach for managing demand on their own network (R5) (R14)</i> .
	Monitoring and Evaluation
40	LTAs are required to <i>monitor the effectiveness of their processes and assess the implementation of procedures and strategies (R10) (R16)</i> in managing the road network.
41	The ultimate aim is to improve network performance, and authorities should look to <i>identify indicators (R10) (R16)</i> that demonstrate this and are relevant to their network. As far as possible these should be taken from the indicators used in the LTP process. But where these are not sufficient to show the full range of performance against the duty, an authority should look to others that best reflect local circumstances.
42	Monitoring the road network should be sufficient to <i>identify where there are causes of disruption that have an effect on the movement of large numbers of pedestrians and cyclists (R8)</i> in a locality or at a particular time.
44	For these reasons <i>monitoring and evaluation needs to cover the organisational structures and decision-making processes put in place to meet the duty, as well as the outcomes (R16)</i> .

PARA	REQUIREMENT (WCC reference in brackets (e.g. (R2) – see Appendix 4)
47	The arrangements established by LTAs for fulfilling the duty should be <i>reflected in their Local Transport Plans (R11)</i> .
	BROAD PRINCIPLES OF NETWORK MANAGEMENT
	Common Requirements
49	It is for each LTA to decide on <i>appropriate courses of action that are consistent with their wider policies and objectives (R11)</i> .
50	<p>Whilst the challenges faced will differ depending on local circumstances, there are things that are common to all authorities that are required to be managed effectively. As part of the duty it is important that each LTA has systems in place to deal with:</p> <ul style="list-style-type: none"> • the normal day to day running of the network including <i>managing its own works and other activities on the road as well as those of utilities and others (R17), and managing where appropriate those users moving about on the network (R2)</i>; • <i>contingency plans (R13)</i> to allow a rapid response to accidents and emergencies, taking account of the relative importance of different roads to the various road users; and, • <i>regular or one off “events” (R12)</i> such as carnivals, street markets, sporting fixtures and seasonal weather conditions.
51	Authorities are expected to have a <i>clear understanding of the problems facing the different parts of their network (R8) and the needs of different road users (R2)</i> , along with balanced policies for addressing them. It is for the local authority to <i>decide the levels of priority given to the different road users on each road (R2) (R9)</i> . Although priority may be given to one mode over another on certain roads, for example pedestrians in town centres or to buses through roads space re-allocation on a radial road, an authority should take a balanced approach to overall network management.
52	It may also be relevant to <i>take into consideration seasonal variations of the network and to plan relevant courses of action for different times of year (R18)</i> . This may be the case in towns or rural areas that attract tourists and holidaymakers or have a high number of them travelling through their network.
53	This leads to the need for a <i>structured approach to the allocation of road space to be developed for different routes or types of route (R9)</i> in the authority’s road network. This also has to take into account other traffic management initiatives such as traffic calming, improving town centres, public transport priority, and the LTA’s road safety plan.
54	To meet the duty LTAs will not only need to have developed this sort of approach for their road network, but also to <i>keep it under regular review (R9)</i> .
	A Whole Authority Approach
55	The duty requires <i>consideration of anything that affects the co-ordination or regulation of the flow of traffic, not just the activities of the highways department and third parties (R4) (R6)</i> . As such, authorities should look to <i>ensure that the whole organisation is aware of the duty and the implications for them (R19)</i> .
56	By virtue of the Act an authority will need to <i>ensure that all its departments are aware of the need to consider the implications of their actions against the authority’s strategy for meeting the duty (R19)</i> . For example, if an authority lets a contract that allows refuse collection on a route in rush hour it would be expected to demonstrate that due regard had been given to the duty beforehand. For the same example, where in shire areas the district is responsible for that service the LTA should make them aware of the duty, and suggest conditions to the contract that would minimise the impact on road users.

PARA	REQUIREMENT (WCC reference in brackets (e.g. (R2) – see Appendix 4)
57	LTAs that are in two-tier areas should <i>liaise with all the relevant departments across all authorities whose work affects the road network and ensure that they are aware of the duty and their impact on the movement of traffic (R19)</i> . Co-operation and communication should be the principal mechanisms in these situations where the LTA does not have powers of direction over certain activities that have an impact on the network, for example planning consents.
	Working With Partners And Stakeholders
	The Police
58	Both Police and LTAs have responsibilities for the management of traffic on the road network. Some of these responsibilities may change as local authorities take on civil enforcement of parking and other traffic offences. The best outcome will be achieved by <i>LTAs and Police working together (R20)</i> to establish which activities should be carried out by each organisation, and which are best carried out together.
59	There is a need for LTAs to <i>consider how best to involve the Police in decision-making processes (R20)</i> . Sharing information about planning and contingencies can improve the quality of the end product and ensure that everyone is clear of their role and responsibilities in the event that it needs to be put into practice.
60	For an LTA <i>the Police also offer a valuable source of information (R20)</i> which can be used to manage the network and respond to events. Authorities will need to determine how best to utilise this, and the processes that are required to ensure that it is readily available.
	Passenger Transport Executives and Bus Operators
62	LTAs need to <i>consider how best to involve PTEs and bus operators (R20)</i> to ensure the most efficient use of the network, both for the bus services and for other road users. Examples would be to ensure that they had advance warning of works that could affect bus services and consulting them on future activity in order to minimise disruption; and to assist PTEs with implementing bus priority measures set out in the LTP.
63	Where necessary, LTAs should <i>work with the relevant parties, including Traffic Commissioners and bus operators, in formulating and implementing improvement plans for bus punctuality (R20)</i> .
	Public Consultation
64	The LTA should <i>seek the views of residents, local businesses and the different road users both when deciding which policies on network management to adopt and when monitoring whether these policies are delivering the required outcomes. Such consultation should preferably be part of the authority's overall public consultation programme (R21)</i> .
	Managing Works In The Street
65	Works by utilities, developers and the LTA on the road network have a significant impact on traffic. Under the duty an authority would need to <i>ensure that works are carried out with sufficient urgency (R22)</i> , given the congestion and disruption they cause. <i>Works should not be looked at in isolation (R17)</i> . <i>Consideration will need to be given to the effect of concurrent schemes (R23)</i> on the road network, how they may affect established contingency plans, or their impact on other known activities.
66	Authorities already have powers under the 1991 Act to regulate utilities' works. The Traffic Management Act tightens the existing regulatory framework within which utility companies are permitted to dig up local roads, giving authorities more powers to <i>co-ordinate, control and direct works effectively with the aim of minimising disruption (R17)</i> .

PARA	REQUIREMENT (WCC reference in brackets (e.g. (R2) – see Appendix 4)
67	Skips, scaffolding and other items (such as building materials) are often left in the roads and footways during building works to properties adjacent to the highway. These can cause inconvenience and obstruction to road users. Authorities should, when giving permission for such items to be placed on the highway, ensure that the inconvenience and obstruction to road users is kept to a minimum (R17) , taking particular account of pedestrians, cyclists, motorcyclists and people with sensory or mobility difficulties. It should also ensure that adequate signing and other information is provided, any diversion arrangements are adequate and the works are completed within a reasonable, agreed period.
68	Parity is an important principle in exercising the duty. Authorities must lead by example, applying the same standards and approaches to their own activities as to those of others (R24) .
	Information Gathering and Dissemination
69	Gathering and considering information (R25) will be a key element of an authority's work in meeting the duty. This information can provide evidence of the need to adopt particular policies, their success or otherwise, and assist in the operational management of the network.
70	Consideration should also be given to the methods of sharing the information with road users (R26) . As well as being well received, timely and readily accessible information can result in better use of the network through influencing journey choice or helping people find the best route. In the case of organisations such as the emergency services, PTEs etc, adequate notice of activities that can affect their operations are vital.
71	Authorities should establish the needs of these different groups and consider how best to disseminate information (R2) (R26) available to them to deliver improved management of the network. Processes should be put in place to deliver this.
	ISSUES FOR PARTICULAR CIRCUMSTANCES
	The Highways Agency
72	As of March 2004, the Highways Agency (HA) network of motorways and trunk roads represents approximately only 3% of the road network in England but carries a third of all traffic and two thirds of all heavy freight traffic. The network is of strategic importance and its efficient operation is fundamental to the economic well-being of the country. The HA network passes through, or is adjacent to, many authorities' areas, including TfL and some of the London Boroughs. Activities on the local road network can significantly affect traffic on the HA's network and the reverse can also be true. In considering arrangements for meeting the duty, all LTAs need to specifically consider the effects of their actions on the motorway and trunk road network and the measures that could be taken to mitigate any adverse effects (R4) .
74	The HA and LTAs will need to work together to consider how to implement the requirement in the Act to facilitate movement across the entire network (R15) . LTAs will need to give due regard to HA's role in providing strategic operational co-ordination of the motorway and trunk road network and co-operate with the various parts of the HA's organisation including: the National Traffic Control Centre (NTCC), the Regional Control Centres (RCCs), the HA's Area Teams and the HA's various service providers (its contractors and other agents). The HA has already entered into operational agreements with the majority of LTAs covering the operation of the NTCC. Further detailed agreements may also be required with other parts of the HA's organisation. Co-operation must extend to all aspects of network management but particularly: the planning and implementation of diversionary routes; the co-ordination of planned works and events; and reaction to unplanned events including emergency and contingency planning arrangements.

APPENDIX 4: COMPLIANCE ANALYSIS

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
		Whole Authority Approach		
R1	9,31	<p>Do all that is reasonably practicable, having regard to other obligations, policies and objectives, to:</p> <p>(a) securing the expeditious movement of traffic on the LTA's road network; and</p> <p>(b) facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.</p>	<p>Through its current actions, for example in planning and implementing its maintenance and streetworks duties, the County Council seeks to minimise traffic delays and disruption, and to co-ordinate works with utilities and other relevant organisations.</p> <p>The setting up of the Traffic Manager Group, headed by Council's Traffic Manager, and the adoption of a Network Management Plan will build on this current position and demonstrate that the Council is doing all it reasonably can to manage the highway network effectively.</p> <p>Detailed Action Plan Outputs:</p> <p>A gap analysis was completed in February 2008 to assess the TMA readiness of the Traffic Manager Group - the resulting action plan is currently being worked through. In addition, the EXOR system was upgraded in July 2008 to ensure compliance with the TMA.</p> <p>Version 1 of the 'Network Management Plan for Wiltshire' was produced in February 2008 and relevant parts were included in the LTP 2008 Progress Report where the Government Office for the South West (GOSW) congratulated the Council on its progress.</p>	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Fully resource the Traffic Manager Group. • Develop the Network Management Plan through the implementation of the associated Detailed Action Plan.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R3	12,36	Ensure the NMD does not take precedence over all the other duties that the authority has to consider.	<p>The County Council has a number of transport-related statutory duties, powers and responsibilities including those connected with highway maintenance, road safety, public transport and local air quality management.</p> <p>The Council's transport objectives and priorities are set-out in the Wiltshire LTP 2005/06-2010/11. In addition, the Council's current policies and the following of good practice should ensure that the NMD does not take precedence over these other duties, powers and responsibilities.</p>	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • No further actions required.
R6	15,55	Consider the NMD when exercising any of the authority's powers that can affect the road network.	<p>Currently there is no formal mechanism within the County Council to ensure that the NMD is taken into account when undertaking any of its duties, powers and responsibilities.</p> <p>Detailed Action Plan Outputs:</p> <p>The Traffic Manager has ensured that the TMA is considered at all relevant SDT and Partnership meetings.</p>	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Ensure the NMD is adequately reflected in the running of relevant Service Delivery Teams (SDTs) and Partnerships. • Arrange a seminar with officers from the Council (transport and parking, spatial planning, minerals and waste, emergency planning, education, planned events) and its term contractors/consultants (Ringway and Mouchel). • Ensure that the Traffic Manager is consulted on all significant policy and annual programme initiatives that may impact on the highway network.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R7	16,20	Appoint a Traffic Manager.	A temporary Traffic Manager was appointed in March 2006. As a result of a departmental reorganisation in April 2007, a permanent Traffic Manager (Mr Andrew Wyatt) was appointed who will lead the Council's Traffic Manager Group.	In addition to continuing with its existing activities, the County Council will undertake the following actions: <ul style="list-style-type: none"> No further actions required.
R11	24,25,47, 49	Ensure consistency with national, regional and local policies and guidance, and embed the authority's NMD policies and objectives within the Local Transport Plan.	<p>The Wiltshire LTP is broadly consistent with national, regional and local policies/guidance, and identifies linkages with network management where appropriate. Other duties of the Council are carried out in line with, for example, the Highway Code of Practice and the National Road Safety Strategy.</p> <p>The overall objectives of the draft Network Management Plan have identified relevant linkages with the Wiltshire LTP and 'Sustainable Community Strategy for Wiltshire' (see Section 3.3).</p> <p>Detailed Action Plan Outputs:</p> <p>Relevant parts of the Network Management Plan have been included as Appendix 2 in the LTP 2008 Progress Report. In its assessment, the GOSW stated that they were "...pleased to see the progress you [the Council] have made in developing your Network Management Plan, including the comprehensive gap analysis..."</p>	In addition to continuing with its existing activities, the County Council will undertake the following actions: <ul style="list-style-type: none"> Integrate the Council's Network Management Plan with the Wiltshire LTP.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R19	55,56,57	Ensure that the whole authority is aware of the duty and its implications for their operations.	<p>Currently there is both a general and a detailed lack of understanding of the NMD outside of the County Council's Environmental Services Department (ESD).</p> <p>As a result of the Local Government and Public Involvement in Health Bill receiving royal assent in October 2007 and the subsequent passing of relevant Statutory Orders, a new 'One Council for Wiltshire' (Wiltshire Council) will come into being on 1st April 2009.</p> <p><u>Detailed Action Plan Outputs:</u></p> <p>A meeting was held with ESD Group Managers on 7th March 2008 to discuss Version 1 of the Network Management Plan.</p> <p>Version 2 of the Plan was distributed internally in May 2008 and included in the LTP 2008 Progress Report which was approved by the Cabinet Member for Environment, Transport and Economic Development in December 2008.</p>	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Distribute the draft Network Management Plan to the Cabinet Member for Environment, Transport and Economic Development, the County Council's Environmental Services Department Management Team (DMT) and the County Council's Assistant Director for Performance and Review. • Include relevant parts of the Network Management Plan in the 2008 LTP Progress Report. • Secure the approval of the Cabinet Member for Environment, Transport and Economic Development for the Network Management Plan • Advise the new Members of Wiltshire Council of the Network Management Plan. • Arrange a seminar with officers from the Council (transport and parking, spatial planning, minerals and waste, emergency planning, education, planned events) and its term contractors/consultants (Ringway and Mouchel). • Consider setting up an annual Network Management Forum.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
		Managing Demand		
R2	10,17,26,27,50,51,71	Consider the needs and movement of all road users, including utilities. Manage the road space for everyone and make decisions about trade-offs between competing demands.	<p>The County Council uses a number of mechanisms to help it establish and consider the needs of different road users including:</p> <ul style="list-style-type: none"> • undertaking surveys such as the People's Voice and Tomorrow's Voice, and Best Value or other service reviews which typically include consultation with operators and/or service users; • running and/or actively participating in partnerships such as the 16-19 Education Transport Partnership, the Wiltshire and Swindon Delivering Accessibility and Rural Transport Partnership, the Punctuality Improvement Partnership, the Cycle Liaison Panels, the Wiltshire Freight Quality Partnership, the LINK Scheme Funders' Partnership, the Local Strategic Partnerships, the Wiltshire Highways Partnership, the Wiltshire and Swindon Road Safety Partnership and the Walking Forums; • undertaking consultations with the public, stakeholders and Local Strategic Partnerships as part of the development of Wiltshire's LTP; • considering requests from the public and stakeholders within agreed frameworks (i.e. Scheme Assessment Framework and Local Freight Assessment and Priority Mechanism); and 	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Ensure that the Traffic Manager receives the minutes of relevant Partnership SDT and co-ordination meetings. • Develop a NMD road classification which defines the hierarchy of roads and road users.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R2	10,17,26, 27,50,51, 71		<ul style="list-style-type: none"> participating in streetworks co-ordination meetings with utility companies and other relevant parties. <p>While the demand on road space to execute works is managed through the above co-ordination arrangements and streetworks procedures, there is a less clear process for managing the demands and conflicts between other road users.</p> <p>Detailed Action Plan Outputs:</p> <p>The Traffic Manager now receives the minutes of all relevant Partnership, SDT and co-ordination meetings.</p>	
R5	14,16,17, 27,37,38	Establish processes that avoid, eliminate or reduce current and future causes of congestion and disruption.	<p>The County Council already utilises a number of measures to help minimise delays and disruption, reduce the use of the car and promote and improve the attractiveness of more sustainable forms of transport. These measures include:</p> <ul style="list-style-type: none"> periodically reviewing waiting, loading and on-street parking TROs; using streetworks procedures (i.e. co-ordination meetings) to help minimise the disruption to road users, including bus operators, through the co-ordination and management of works; reviewing traffic signal timings whenever delays or other such problems are identified; 	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> Produce a realistic programme of works to relieve congested 'hot spots' (identified under R8). Set-up an appropriate process to ensure that the temporary and consequential congestion and disruption impacts of a scheme or works are considered. Review and implement appropriate speed limits on A and B roads on a countywide basis. Undertake the periodic review of those TROs associated with 'moving' restrictions on either a route or area basis.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R5	14,16,17, 27,37,38		<ul style="list-style-type: none"> • implementing an Intelligent Transport System in Salisbury that can, for example, provide bus priority at traffic lights and reduce circulating traffic in the city centre; • planning a more sustainable pattern of future growth where the emphasis is placed on reducing reliance on the car and encouraging alternative means of travel; • ensuring that developments mitigate their traffic impacts and provide alternative means of travel; • providing the public with a wider range of travel choices as an alternative to the private car; • running partnerships where the Council, operators, utility companies, users and other relevant parties can seek to address congestion issues and concerns; • supporting TravelWise and 'smarter choice' initiatives such as travel plans, car sharing schemes and sustainable transport publicity campaigns; • using demand and traffic management measures such as parking controls (i.e. reviewing all parking in towns, Civil Parking Enforcement), prices and standards, bus stop clearaways, speed controls and pedestrian crossing facilities; and 	

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R5	14,16,17,27,37,38		<ul style="list-style-type: none"> implementing network improvements such as the town cycle networks, street scene schemes and town centre accessibility measures. <p>Detailed Action Plan Outputs:</p> <p>New traffic management requirements introduced into all agreements where developers carry out Section 278 highway works (March 2008).</p> <p>The Council has developed the relevant powers under Part 4 of the TMA.</p>	
R8	16,27,42	Establish processes that identify current and future causes of congestion and disruption.	<p>The County Council uses a number of mechanisms to help it identify current and future causes or congestion and disruption:</p> <ul style="list-style-type: none"> utilising traffic counts, roadside bus surveys and journey time surveys to assess progress on LTP targets; undertaking surveys such as the People's Voice and Tomorrow's Voice, and Best Value or other service reviews which typically include consultation with operators and/or service users; requiring appropriate Transport Assessments to be submitted with all relevant planning applications; 	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> Identify current congestion 'hot spots', including those related to deliveries and the servicing of properties. Seek to obtain and evaluate the use of ITIS/TrafficMaster data (or equivalent) to more robustly identify current and future causes of congestion. Ensure that all issues which may cause significant delays and/or disruption on the highway are referred to the Traffic Manager for consideration.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R8	16,27,42		<ul style="list-style-type: none"> • running and/or actively participating in partnerships such as the Joint Strategic Transport Group, the Bus Quality Partnership, the Punctuality Improvement Partnership, the Cycle Liaison Panels, the Wiltshire Freight Quality Partnership, the Wiltshire Highways Partnership, the Wiltshire and Swindon Road Safety Partnership and the Walking Forums; • using Area Co-ordinators to monitor the congestion and disruption impacts of works through the Council's existing NRSWA process; • participating in streetworks co-ordination meetings with utility companies and other relevant parties; • using the current ITS, operating primarily in Salisbury, to provide monitoring data, incident detection, historical data and information to the public and other organisations; and • commissioning modelling work in the SSCTs and other market towns where appropriate. <p>In addition, the County Council has recently appointed a Project Manager to progress the setting-up of Wiltshire's Traffic Control Centre.</p>	<ul style="list-style-type: none"> • Set-up the Traffic Control Centre to further integrate ITS throughout Wiltshire and explore the value of utilising an Automatic Number Plate Recognition (ANPR) system. • Review the Council's transport survey and monitoring programme as part of the development of LTP3.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R9	16,51,53, 54	Determine and keep under review balanced policies and objectives to manage different parts of the network effectively.	<p>There are a number of ways in which different parts of the highway network are currently categorised and managed, including:</p> <ul style="list-style-type: none"> • motorways and trunk roads; • the National Primary Route Network; • Group I, II and III maintenance roads; • the Wiltshire HGV Route Network (as part of its ongoing work to implement the LTP Freight Action Plan, the Council has reviewed signing on the strategic lorry routes (M4, A34, A350 and A303); • the Wiltshire Key Bus Route Network; • diversion routes for motorway and trunk road closures; • traffic sensitive streets; and • the Wiltshire Cycleway. 	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Develop a NMD road classification system which defines the hierarchy of roads and road users. • Contribute to the development of Corridor Strategies for each strategic transport route that runs through Wiltshire. • Review the Council's NMD road classification and associated objectives/policies in line with the development and publication of the Wiltshire LTP.
R14	30,37,38	Identify trends in traffic growth on specific routes and put in place policies for managing incremental change.	<p>The County Council undertakes an annual monitoring programme which includes:</p> <ul style="list-style-type: none"> • traffic counts at over 100 permanent automatic count sites; • annual manual traffic counts at town cordons/screenlines; • in-vehicle journey time surveys on the A350; • thrice-yearly manual counts of pedestrians and cyclists in each major market town; • collection of accident statistics from police records; • an annual programme of bus punctuality roadside surveys; 	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Publish a revised annual Traffic Report. • Consider the Government's 'Community Infrastructure Levy' which has been introduced as part of the Planning Act 2008.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R14	30, 37, 38		<ul style="list-style-type: none"> collection of road and footway condition information from automatic and visual surveys; annual school journey census; and information from databases including the Register of Street Works. <p>Much of the above information is to be included in a revised annual Traffic Report which will provide useful information on the state of the highway network to the Traffic Manager and other interested parties.</p> <p>The Wiltshire LTP, particularly Chapter 9 'Shared Priority: Tackling Congestion', sets-out how the County Council will continue to further integrate transport and spatial planning, and also use a number of measures to help reduce the use of the car and to promote and improve the attractiveness of more sustainable forms of transport. In particular, the Council will continue to seek adequate mitigation measures to offset the impact of developments on the highway network.</p> <p>As part of the current Planning Bill, the Government is to introduce a 'Community Infrastructure Levy'. In anticipation of the principles associated with such a levy, the Council is liaising with the Local Planning Authorities and developing transport models for the SSCT's that will help us to define the extent of the transport infrastructure necessary to support planned growth.</p>	

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R18	52	Plan relevant courses of action for different times of the year.	The County Council has a Winter Maintenance Plan for dealing with the implications of snow and ice. The Wiltshire Constabulary produces an action plan to deal with Solstice events at Stonehenge (transport issues will be considered as part of any development of the Stonehenge Visitor Centre).	In addition to continuing with its existing activities, the County Council will undertake the following actions: <ul style="list-style-type: none"> No further actions required.
		Co-operation With Others		
R4	13,17,55,72	Consider the effects of the authority's actions on the network of others.	<p>At the regional level, the County Council's Traffic Manager is a member of the South West Traffic Managers Group which meets regularly to discuss general network management issues. At the local level, officers regularly meet with representatives of the Highways Agency, there is regular co-ordination with adjacent local authorities on winter maintenance issues and the agreed limits of highway maintenance boundaries, and ad-hoc meetings are held to discuss some planned events (e.g. with Gloucestershire County Council to discuss the Fairford air display). However, generally, there are no formal arrangements in place whereby the County Council and neighbouring authorities meet to discuss and exchange information on works or events. Instead, the County Council relies on contact from neighbouring authorities, and vice-versa, for information on works or events which are considered worthy of notice.</p> <p>In terms of specific works, these are assessed on an individual basis and either the scheme's promoter or the County Council's Streetworks Co-ordinator should consider the impact of the works on a neighbouring authority's roads.</p>	In addition to continuing with its existing activities, the County Council will undertake the following actions: <ul style="list-style-type: none"> Set-up an appropriate process to ensure that the significant temporary and consequential congestion and disruption impacts of a scheme or works are considered. Review how to provide timely and accurate information to the respective Traffic Managers of the Highways Agency and neighbouring authorities. Inform adjoining authorities and the Highways Agency of any significant impacts via the quarterly co-ordination meetings (see R3).

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R4	13,17,55,72		<p>Detailed Action Plan Outputs:</p> <p>The Traffic Manager receives and comments on the traffic management arrangements for major works in sensitive locations.</p> <p>The Council has developed the relevant powers under Part 4 of the TMA.</p>	
R13	27,29,50	Formulate contingency plans for dealing with unforeseen situations which are outside of the authority's control.	<p>The County Council's Emergency Planning Team is a member of the Local Resilience Forum (LRF) which is the strategic, multi agency body that oversees all emergency planning related issues within the county. As well as the LRF, a number of sub-groups meet on a regular basis or as required.</p> <p>All the plans produced by the Emergency Planning Team are done so in close liaison with partner agencies, including the Council's highway maintenance group. The plans are broken down into four broad areas:</p> <ul style="list-style-type: none"> • Generic (i.e. the County and Districts Major Incident Plan) • Supporting (i.e. LRF Warning and Information Guide) • Site Specific (i.e. to meet the Council's obligations under the Major Accident Control Regulations) • Event Specific 	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Review the Council's emergency plans to ensure their compliance with the TMA.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R13	27,29,50		<p>The Emergency Planning Team will receive reports of incidents as soon as: a) is practicably possible after they occur; b) if reported as threatened; or c) if a potential exists for a minor incident to escalate. The type of incidents involved include:</p> <ul style="list-style-type: none"> • any major Incident declared by an Emergency Service; • any request for assistance by Emergency Services or other Local Authorities; • any incident likely to cause evacuation of more than 10 members of the public; • incidents involving more than 10 deaths in one location; • a major multiple traffic accident; • severe weather warnings. <p>In addition to the response led by the Emergency Planning Team, the Council produces a 'Winter Maintenance Plan' and has a 'Detailed Local Operating Agreement' with the Highways Agency (see R15).</p> <p>While there are adequate plans in place for dealing with major incidents, there is a gap in how more minor but none the less locally significant incidents affecting the highway would be dealt with.</p>	

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R15	31,32,74	Agree joint working arrangements with all relevant authorities.	<p>The County Council has the following joint working arrangements in place:</p> <ul style="list-style-type: none"> the Wiltshire and Swindon Road Safety Partnership's 'A Strategic Plan for Road Safety'; and a 'Detailed Local Operating Agreement' between the County Council and the Highways Agency. <p>Detailed Action Plan Outputs:</p> <p>The Traffic Manager raised the issue of joint working arrangements between authorities in the south west at the June 2008 meeting of the South West Traffic Managers Group.</p>	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> Traffic Manager to raise issue of joint working arrangements through South West Traffic Managers Group.
R20	58,59,60, 62,63	Engage and involve partners and stakeholders, such as the Police and bus operators, in the process.	<p>Through a number of partnerships and other meetings, the County Council works with a number of public, private and voluntary partners at both the strategic and local levels. These meetings include:</p> <ul style="list-style-type: none"> partnerships such as the 16-19 Education Transport Partnership, the Wiltshire and Swindon Delivering Accessibility and Rural Transport Partnership, the Punctuality Improvement Partnership, the Cycle Liaison Panels, the Wiltshire Freight Quality Partnership, the LINK Scheme Funders' Partnership, the Local Strategic Partnerships, the Wiltshire Highways Partnership, the Wiltshire and Swindon Road Safety Partnership and the Walking Forums: 	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> Traffic Manager to make an initial appearance at relevant partnership meetings and agree which need to be attended on a regular basis. Set-up a specific NMD page(s) on the County Council's website. Arrange a seminar with relevant partner organisations (utility companies, contractors, partnership representatives, emergency services, bus operators etc) to inform them about the Council's NMD.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R20	58,59,60, 62,63		<ul style="list-style-type: none"> regular streetwork co-ordination and pre-construction meetings with utility companies, the Road Policing Service, the County Council's term contractor and consultant, and bus operators; and other ad-hoc meetings where it is considered that events or works require wider community involvement. <p>Detailed Action Plan Outputs:</p> <p>The Traffic Manager and/or a representative officer attended all relevant Partnership meetings in the period up to June 2008.</p>	
		Monitoring, Information and Consultation		
R10	16,40,41	Monitor the effectiveness of the authority's processes and actions by measuring relevant network outcomes.	<p>The Wiltshire LTP contains a number of indicators which serve to monitor network outcomes covering issues including:</p> <ul style="list-style-type: none"> traffic growth; A350 journey time reliability; cycling and walking trips; bus punctuality; air quality; road and footway condition; casualties; and street scene satisfaction. <p>In addition, the County Council undertakes surveys such as the People's Voice and Tomorrow's Voice, and Best Value or other service reviews which can include questions on, and analysis of, network outcomes.</p>	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> Review the Council's monitoring of network outcomes and recommend appropriate changes and indicators.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R16	40,41,44	Monitor and evaluate the authority's organisational structure and its decision-making processes in undertaking the NMD.	<p>In preparation for a planned inspection of its transport service by the Audit Commission in the Spring of 2005, the County Council commissioned Best Value Reviews of Highways Management and Passenger Transport, and undertook a Management Review of Transportation Planning. While the formal planned inspection was ultimately not undertaken, the County Council did nevertheless commission the Audit Commission to undertake a review to cover the organisational delivery of transport services within Wiltshire. This covered transport in its widest sense and included passenger transport, transportation planning, highways and other related services. The review commenced in July 2005 and the subsequent report was issued in October 2005.</p> <p>The Audit Commission's inspection of the Transport Service, the Best Value Reviews of Highways Maintenance and Passenger Transport, and the Management Review of Transportation Planning produced a number of recommendations which the County Council has or is taking forward.</p>	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Commission a suitably qualified consultant to undertake a review of the Council's NMD function.
R21	64	Undertake consultation with the public on the authority's NMD policies and outcome monitoring.	The County Council carries out consultation with the public on its LTP – in fact, the DfT assessed the consultation on the second Wiltshire LTP as 'excellent'. In addition, the Council maintains a number of transport related pages on its website and produces and distributes a number of publications.	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Consult with the public, stakeholders and partners on the Network Management Plan.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R21	64		<p>Public consultation is also undertaken on individual transport schemes where there is often the requirement to follow statutory procedures (i.e. traffic regulation orders).</p> <p>Detailed Action Plan Outputs:</p> <p>The County Council participated in the National Highways and Transport Public Satisfaction Survey conducted by Ipsos MORI during June 2008.</p> <p>Relevant parts of the Network Management Plan were included in the LTP 2008 Progress Report which was consulted on during September and October 2008.</p>	
R25	69	Gather and consider information to help formulate and assess policies.	See R10, R16 and R21.	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • No additional actions required.
R26	70,71	Share information with road users, partners and stakeholders.	<p>A weekly list of streetworks and/or road closures is put on the Council's website and is also widely distributed to the media. However, it is acknowledged that this information needs to be enhanced in the following areas if it is to meet the requirements of the NMD:</p> <ul style="list-style-type: none"> • Timeliness – real-time information needs to be provided to the public to allow road users to choose a different route or mode of travel, or to delay or defer their proposed journey. • Accessibility – information needs to be disseminated to different road users in the most suitable, clear and efficient manner (e.g. maps). 	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Review the timeliness, accessibility and comprehensiveness of the traffic and network information currently provided by the Council. • Consult with different road users, partners and stakeholders to establish their information requirements. • Consider the findings of the assessment and consultation exercise, and set-out appropriate recommendations and actions.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R26	70,71		<ul style="list-style-type: none"> Comprehensive – the information needs to include details of planned works/events for an appropriate future timescale and be updated to include details of unplanned works/events. In addition, to allow road users to make informed decisions, details of likely delays and appropriate alternative routes and journey times should also be included. 	
		Co-ordination of Works		
R12	27,28,50	Put arrangements in place to gather accurate information about planned works or events.	<p>The County Council holds streetworks co-ordination meetings and pre-construction meetings are held for major schemes and bridge works. The Council also produces and maintains a Street Works Register.</p> <p>Separate meetings are also held for significant and/or special events and guidance notes have been produced for event organisers (i.e. 'A Guide to Organising Safe Events' produced by Wiltshire County Council, West Wiltshire District Council, Wiltshire Constabulary and Wiltshire Fire Brigade).</p> <p>However, for many planned events, while a licence is often required (e.g. a public entertainment licence), usually the LTA will only be notified if road closures or traffic management measures are required.</p>	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> Develop an Events Management Procedure (e.g. Devon County Council's 'Guidance Notes and Application Form for Special Events').

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R17	50,65,66, 67	Co-ordinate, control and direct works and other activities on the road effectively with the aim of minimising disruption.	<p>The County Council uses its powers under the NRSWA to co-ordinate and control works on the highway network. In doing so it:</p> <ul style="list-style-type: none"> • holds regular streetworks co-ordination and pre-construction meetings; • carries out regular inspections of the highway and highway works; • uses its EXOR Highway Management System for co-ordination purposes (this was upgraded in the autumn of 2007 with a GIS facility which will greatly aid the co-ordination process); • requires contractors to use specific traffic management measures; • places limitations on contractors' works during peak periods and/or at specific locations (i.e. scheduling major works to avoid school terms); • combines maintenance and improvement schemes to reduce disruption; and • arranges bus diversionary routes with the Council's Passenger Transport Unit. 	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Investigate the use of Fixed Penalty Notices under Section 41 of the TMA. • Develop an Events Management Procedure (e.g. Devon County Council's 'Guidance Notes and Application Form for Special Events').
R22	65	Ensure that works on the network are carried out with sufficient urgency.	<p>The County Council's current highway maintenance contract allows for the imposition of working restrictions.</p> <p>At the moment, the Council is taking limited legal action on utility companies for any offences covered by the existing legislation, action is taken to encourage the minimum occupation of road space.</p>	<p>In addition to continuing with its existing activities, the County Council will undertake the following actions:</p> <ul style="list-style-type: none"> • Investigate the use of Fixed Penalty Notices under Section 41 of the TMA.

REF.	PARA.	REQUIREMENT	WHAT IS BEING OR HAS BEEN DONE	WHAT NEEDS TO BE DONE
R23	65	Consider the effect on concurrent schemes on the network.	As per the NRSWA, the current co-ordination work of the Council's Streetworks team considers the effects of concurrent schemes on the network, and the programming of highway maintenance and bridge maintenance work is co-ordinated to reduce work on diversion routes etc.	In addition to continuing with its existing activities, the County Council will undertake the following actions: <ul style="list-style-type: none"> No additional actions required.
R24	68	Require all parties to apply the same standards and approaches to all activities on the network.	<p>The County Council's contract with its term contractor, Ringway, requires that all works comply with the NRSWA. The Council also seeks to apply the same standards for all works on the highway network irrespective of the promoter in line with the:</p> <ul style="list-style-type: none"> 'Practical Guide to Street Works' (DfT, June 2006); and 'Specifications for the Reinstatement of Openings in Highways' (June 2002) <p>In terms of inspections, the County Council follows the 'Code of Practice for Inspections' as set-out in the NRSWA (HAUC, September 2002).</p>	In addition to continuing with its existing activities, the County Council will undertake the following actions: <ul style="list-style-type: none"> Traffic Manager to use SDTs to clarify and rectify any breaches of procedure/non-compliance.

APPENDIX 5: NETWORK RESILIENCE TABLE

Location	Nature of Threat				Economic Impact		Community Impacts			Rank	
	Type	Magnitude / Potential Consequences	Likelihood	Alternative Routes	Employment	Tourism	Healthcare	Education	Food	Impact	Method / Reason
A429 Kingway Bridge	Flooding	Severance of A429 route from M4 - rerouting on unsuitable minor roads	Becoming more frequent. Once a year currently	B4040, B4042 or minor roads	No access from M4 northwards to Malmesbury	Slight	Potential delays to emergency vehicles	Diversion of school transport	No impact	Medium	Frequency of event and diversion routes
A363 Bradford on Avon	Flooding	Severance of A363 at Bradford on Avon by River Avon flooding	Probably 1 in 100	A36 (although also likely to be flooded)	Reduced access to west Wiltshire towns	Significant (lack of alternative routes)	Potential delays to emergency vehicles and reduced access to health facilities	Reduced local access to schools - has previously resulted in temporary closure	No impact	Low	Generally low frequency
A338 Downton	Flooding	Severance of A338 Downton by flooding of River Avon	Probably 1 in 100	A31/A36	Limited	Slight	Slight	Diversion of school transport	No impact	Low	Generally low frequency
A360 Gore Cross	Flooding	Severance of A360 Gore Cross to Shrewton due to ground water flooding	Possibly 1 in 100	A36 or A342	Slight	Slight (route is close to World Heritage Site but not main access)	Slight	Diversion of school transport	No impact	Low	Alternative routes are generally available

Location	Nature of Threat			Alternative Routes	Economic Impact		Community Impacts			Rank	
	Type	Magnitude / Potential Consequences	Likelihood		Employment	Tourism	Healthcare	Education	Food	Impact	Method / Reason
A361 Yarnbrook	Flooding	Severance of A361 Yarnbrook by flooding of River Biss	Possibly 1 in 100	A350	Reduced access to West Wilts Trading Estate	Slight	Slight	Diversion of school transport	No impact	Low	Alternative routes are generally available
A338 from A303 to Salisbury	Flooding	Severance at various locations due to ground water and River Bourne	Probably 1 in 100	A345, A360 or A36	Slight	Slight	Slight	Diversion of school transport	No impact	Low	Generally low frequency
A350 Lords Hill	Snow	Severance of A350 Lords Hill and Pertwood due to snow	Not often in recent years	A36/A303	Slight	Slight	Slight	Diversion of school transport	No impact	Low	Low frequency recently
A346 Posterne Hill	Snow	Severance of A346 Posterne Hill due to snow	Not often in recent years	A345	Slight	Slight	Slight	Diversion of school transport	No impact	Low	Low frequency recently