Herefordshire Council

Agenda

Cabinet

Date:	**Thursday 3 December 2020**
Time:	**2.30 pm**
Place:	**online meeting**
Notes:	Please note the time, date and venue of the meeting. For any further information please contact: **Sarah Buffrey** Tel: (01432) 260176 Email: sarah.buffrey@herefordshire.gov.uk

If you would like help to understand this document, or would like it in another format, please call Sarah Buffrey on (01432) 260176 or e-mail sarah.buffrey@herefordshire.gov.uk in advance of the meeting.

Agenda for the meeting of Cabinet

Membership

Chairperson	**Councillor David Hitchiner, Leader of the Council**
Vice-Chairperson	**Councillor Felicity Norman, Deputy Leader of the Council**
	Councillor Ellie Chowns
	Councillor Pauline Crockett
	Councillor Gemma Davies
	Councillor John Harrington
	Councillor Liz Harvey
	Councillor Ange Tyler

Agenda

Pages

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

To receive declarations of interests in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.

3. MINUTES To Follow

To approve the minutes of the meetings held on 26 November and 1 December 2020.

HOW TO SUBMIT QUESTIONS

The deadline for submission of questions for this meeting is:

9:30am on Monday 30 December 2020.

Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.

Accepted questions and the response to them will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at https://www.herefordshire.gov.uk/getinvolved

4. QUESTIONS FROM MEMBERS OF THE PUBLIC

To receive questions from members of the public.

5. QUESTIONS FROM COUNCILLORS

To receive questions from councillors.

6. PETERCHURCH PRIMARY SCHOOL REBUILD - DEVELOPED DESIGN 11 - 102

To approve the proceeding to the next stage of the rebuilding of Peterchurch Primary School, on the existing site, by commissioning a developed design (Royal Institute of British Architects (RIBA) Stage 3) for a traditional and/or modular build.

7. HEREFORD TRANSPORT STRATEGY REVIEW 103 - 386

To consider the findings of the Hereford Transport Strategy Review and the Peer Review of the South Wye Transport Package and Hereford Transport Package, recommendations made by the general scrutiny committee and determine any strategy proposals to be taken forward.

The Public's Rights to Information and Attendance at Meetings

Due to the current COVID-19 pandemic Herefordshire Council will be holding remote meetings in accordance with the latest regulations[1]. Details of how to observe virtual meetings are set out below. Access to agenda, minutes, decision notices and other documents will be via the Herefordshire Council website or by contacting the Governance Support Team on 01432 260201 / 261699 or at governancesupportteam@herefordshire.gov.uk

YOU HAVE A RIGHT TO: -

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

Observing meetings

Meetings will be streamed live on the Herefordshire Council YouTube Channel at https://www.youtube.com/HerefordshireCouncil. The recording of the meeting will be available shortly after the meeting has concluded.

[1] The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

Recording of this meeting

Please note that filming, photography and recording of this meeting is permitted provided that it does not disrupt the business of the meeting.

Members of the public are advised that if you do not wish to be filmed or photographed you should let the governance services team know before the meeting starts so that anyone who intends filming or photographing the meeting can be made aware.
The reporting of meetings is subject to the law and it is the responsibility of those doing the reporting to ensure that they comply.

The council is making an official recording of this public meeting. These recordings form part of the public record of the meeting and are made available for members of the public via the council's web-site.

Herefordshire Council

Guide to Cabinet

The Executive or Cabinet of the Herefordshire Council consists of a Leader and Deputy Leader and six other Cabinet Members each with their own individual programme area responsibilities. The current Cabinet membership is:

Cllr David Hitchiner (Leader) (Herefordshire Independents)	Corporate Strategy and Budget
Cllr Felicity Norman (Deputy Leader) (The Green Party)	Children and Families
Cllr Gemma Davies (Herefordshire Independents)	Commissioning, Procurement and Assets
Cllr Ellie Chowns (The Green Party)	Environment, Economy and Skills
Cllr Liz Harvey (It's Our County)	Finance and Corporate Services
Cllr Pauline Crockett (Herefordshire Independents)	Health and Adult Wellbeing
Cllr John Harrington (It's Our County)	Infrastructure and Transport
Cllr Ange Tyler (Herefordshire Independents)	Housing, Regulatory Services and Community Safety

The Cabinet's roles are:

- To consider the overall management and direction of the Council. Directed by the Leader of the Council, it will work with senior managers to ensure the policies of Herefordshire are clear and carried through effectively;
- To propose to Council a strategic policy framework and individual strategic policies;
- To identify priorities and recommend them to Council;
- To propose to Council the Council's budget and levels of Council Tax;
- To give guidance in relation to: policy co-ordination; implementation of policy; management of the Council; senior employees in relation to day to day implementation issues;
- To receive reports from Cabinet Members on significant matters requiring consideration and proposals for new or amended policies and initiatives;
- To consider and determine policy issues within the policy framework covering more than one programme area and issues relating to the implementation of the outcomes of monitoring reviews.

Who attends cabinet meetings?

On the next page you will find a layout plan of the room showing who is sitting where. Coloured nameplates are used which correspond to the colours on the plan as follows:

	Members of the cabinet, including the leader of the council and deputy leader – these are the decision makers, only members of the cabinet can vote on recommendations put to the meeting.
	Officers of the council – attend to present reports and give technical advice to cabinet members
	Chairmen of scrutiny committees – attend to present the views of their committee if it has considered the item under discussion
	Political group leaders attend to present the views of their political group on the item under discussion. Other councillors may also attend as observers but are not entitled to take part in the discussion.

Herefordshire Council

The Seven Principles of Public Life

(Nolan Principles)

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Herefordshire Council

Meeting:	**Cabinet**
Meeting date:	**Thursday 3 December 2020**
Title of report:	**Peterchurch Primary School Rebuild - Developed Design**
Report by:	**Cabinet member commissioning, procurement and assets**

Classification

Open

Decision type

Key

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function concerned. A threshold of £500,000 is regarded as significant.

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Wards affected

Golden Valley North;

Purpose

To approve the proceeding to the next stage of the rebuilding of Peterchurch Primary School, on the existing site, by commissioning a developed design (Royal Institute of British Architects (RIBA) Stage 3) for a traditional and/or modular build.

Further information on the subject of this report is available from
Karen Knight, Quentin Mee, Tel: 01432 383042, 01432 383043, email: kknight@herefordshire.gov.uk, Quentin.Mee@herefordshire.gov.uk

The design brief will include a requirement that the building must achieve net zero carbon emissions and obtain a green building certificate. As a minimum it should receive Passivhaus certification. The developed design will include the coordinated architectural, structural and building services design and updated cost information.

Recommendation(s)

That:

(a) the council proceed to the next stage of replacing Peterchurch primary school and associated on-site facilities on its current site; and

(b) The Director Children and Families be authorised to commission a RBA stage 3 developed design for the rebuild of Peterchurch primary school within a budget of not more than £300k including fees.

Alternative options

1. Do nothing – not recommended, a programme of work will need to be carried out over the next 3 years at a cost of approx. £420K, which is a significant amount of the modest maintenance grant supplied by government. In addition to planned work we would expect to incur further cost for reactive work in line with the previous 3 years (£125K). Given the extent of the dilapidation at the school, health and safety issues could arise for which the Council could be held liable. Children will continue to learn in an unsuitable environment.

2. Close the school – not recommended. The council would have to follow the statutory process as defined in the Education and Inspections Act 2006, which has additional requirements when considering the closure of a rural school. This is a long 5 stage process which will include a published consultation with clear rationale for the closure, alternative options, the impact on the community to name just a few matters that would need to be addressed. The school provides education for up to 150 children. Numbers on roll have fluctuated between 120 and 150 over the past 5 years. There is no capacity in the neighbouring schools to accommodate all the children currently on roll at Peterchurch, additional capacity would therefore need to be provided – at a cost. The nearest five schools are 4.9, 5.3, 6.8, 7.2 & 7.6 miles away from Peterchurch which would involve providing transport to enable the children to attend, this would again come at a cost and would have an impact on the environment. Given the above, it would be hard to justify that Peterchurch Primary is no longer required and the only option is the closure of the school.

3. Acquire a new site adjacent to Fairfield High School and rebuild Peterchurch primary school there – this option has been explored in great detail and has been deemed as unviable. A study identified that significant transport and drainage infrastructure would be required. In addition, there was a lack of support from the local parish and schools.

Key considerations

4. Peterchurch Primary School is in a central position in the village of Peterchurch, on the B4348 – the main road running through the Golden Valley. The site is a reasonable size – sufficient to accommodate a school of the recommended size. according to the Department for Educations Building Bulletin 103 – Area Guidelines For Schools.

5. The buildings comprise the original small Victorian school and associated teacher's house; a purpose built extension; some buildings inherited from the community centre when the hall was relocated to another site on the opposite side of the road; various modular classrooms; and a covered swimming pool.

6. The school has a Planned Admission Number of 15 (although frequently admits more pupils) which would normally be accommodated in four classrooms, however it took on the community centre over 6 six years ago so now has 7 classrooms.

7. The developed area of the site – i.e. the buildings and hard surfaces is at the front. The school field is behind the school building. This is a pleasant area of green space, however the overhead power cables are a less attractive feature and limit the activities which can take place on the field to some extent.

8. Its buildings have been recognised as highly problematic for some years. The School occupies buildings which are in poor condition and which are unsuitable in many respects for the provision of primary education. Despite this the school is rated good by Ofsted and remains oversubscribed.

9. There are a range of serious condition issues with the school which include an asbestos roof on the former community building, which has leaked in previous years requiring ongoing maintenance. The asbestos is not considered to pose an immediate risk to health as it is in a stable condition however it would clearly be preferable to have a completely asbestos free building. The roof failed last winter, with several significant leaks and required extensive patching. There are regular problems with the slate roof on the Victorian buildings, with tiles occasionally slipping, requiring regular attention. The school's heating system is inefficient, with some rooms overheating whilst others are inadequately heated at the same time. There have been ventilation issues with the pupil toilets which have required intervention.

10. The main 20th century school hall has an asbestos roof with multiple leaks and is a notably unattractive building. The condition of the pupil toilets are poor. Most of the spaces in the school are below the recommended area. The modular classroom is perhaps the best of the current accommodation.

11. The swimming pool itself is a good facility, but its plastic roof is not in good condition. The school values the swimming pool very highly, and it is used by a number of other primary schools in the area.

12. The voluntary sector Golden Valley pre-school occupies a modular building on the site. The building belongs to the pre-school and it leases the necessary space from the council and school. It is proposed that this accommodation is re-provided in permanent accommodation which will be part of the new school building.

13. The table below shows that all 7 classrooms are below the areas recommended by the Department for Education in Building Bulletin 103, "Area Guidelines for Schools", being a minimum of 55m^2 (assuming there are separate spaces for doing practical activities) or 62m^2 for classrooms that include a wet area.

Room	Size m2
General classroom	50.07
General classroom	50.86
General classroom (mobile)	48.48
General classroom	28.15
General classroom	48.49
General classroom	42.68
General classroom	45.63

14. The inadequacy of the building in terms of both its condition and suitability has been recognised for some time. This led to the decision of Council on 18 December 2015 to include £5.5m provision within the capital programme for the replacement of the school subject to work with schools and the community to develop the most appropriate option for education in the area, including exploring options across primary and secondary provision. This has required significant work over a period of time.

15. Since funds were added to the capital programme in 2015, there has been no planned maintenance work scheduled at the school, in anticipation of a new build. However, nearly £200k has needed to be spent in reactive work. If the do nothing alternative option was considered the most appropriate course of action, at least £420k of works will need to be scheduled across the next 3 years. In addition to this planned work we would expect to incur further cost for reactive work in line with the previous 3 years (£125K).

16. The council produces school pupil number forecasts on an annual basis. These take into account observed numbers on roll, the operation of parental preference, migration in and out of the area, expected future numbers of births and known housing developments. The forecast for the Golden Valley planning area which includes Peterchurch shows a small deficiency of places.

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Golden Valley Total PAN	61	61	61	61	61	61	61	61	61	61	61	61	61	61	61
Golden Valley Forecast YR	59	56	46	59	48	62	71	59	58	58	61	61	62	62	61

17. The Peterchurch Neighbourhood Development Plan (revised 2017) shows a target of 304 new dwellings in total across the Golden Valley to 2031, of which 54 homes are expected in Peterchurch village itself. The biggest development site is immediately adjacent to the school site. The council's figure for expected primary age children is 18 per 100 homes, which would result in 54 additional children aged 4-10 in the Golden Valley. As families which move often tend to be younger than average there are likely to be preschool children who may not require a school place immediately, but will do when they reach the age of 4+. Fairfield High School is popular with parents, which may be another factor which will attract families to the area. It is therefore proposed to build the new school with a planned admission number of 20, and a total capacity of 140, but built in such a way that it could quickly be adapted and grow not just for any increase in demand within the Golden Valley but for any wider county need. There would not be a risk to the viability of other schools in the area, as the total number of children across the planning area will require the capacity added.

18. The case for improving or replacing the buildings has never been in question, however there has been discussion about the best way of doing this. Three main options have been considered which are set out below:

    - To do nothing.

- To acquire a new site adjacent to Fairfield High School and rebuild a primary school there.
- To rebuild on the existing site.

19. In December 2018, cabinet gave approval to commission a feasibility study to inform the next steps for replacing Peterchurch Primary School's on its current site.

20. The feasibility study investigated all the relevant issues in connection with the proposed rebuilding of Peterchurch Primary School:

    a. an initial planned admission number of 20 and an initial total capacity of 140.

    b. a clear indication for how the planned admission number could be increased to 30 and the total capacity increased to 210 if future numbers justify such an expansion at a future date.

    c. taking account of the environmental and planning priorities.

    d. including re-providing accommodation for the Golden Valley pre-school investigating how the current swimming pool could be re-roofed.

    e. providing an assessment of all relevant site and environmental issues including ownership, tenure, restrictive covenants, likely planning restrictions, topographical, geological and ground conditions, including potential flood risks from the hills and land to the east.

    f. investigating options for putting the overhead 66,000 volt power lines underground ensuring that the school travel plan is up to date, and support provided for staff, pupils, parents and the community coming to the school by walking, cycling or by public transport.

    g. ensuring sufficient parking , and a safe drop-off area ensuring that the school can be maintained cost effectively in the long term, and appropriate environmental measures to reduce energy costs are included.

    h. that income generating opportunities for the school through community usage are investigated.

    i. minimising disruption to the work of the school and children's learning throughout the construction phaseadvising on a deliverable timetable for the construction programme.

21. The feasibility study (appendix A) was completed by Hayhurst and Co (architects), working with a quantity surveyor/cost consultant. Three options were developed: renew remodel and replace.

    a. Renew, although marginally the lowest capital cost, would retain a substantial proportion of the existing buildings, but reshape them and make them more usable. However ongoing maintenance spend would still be required and there would be significant disruption to the school during the build.

b. Remodel would retain only the best parts of the existing buildings, and replace the rest. This was the most expensive option, had the highest life cycle cost and again would have caused significant disruption during the build.

c. Replace would provide a completely new building on a different footprint on the site and then demolish the existing building. This would provide a wholly satisfactory new building, the lowest life cycle cost and create more space at the front of the site for better pedestrian, cycling, school bus and vehicle management with minimal disruption to the school during the build.

22. All three options envisage building a school initially to accommodate an admission number of 20, but with a clear strategy for increasing this to 30 at a future date if required.

23. Informed by the feasibility study, a business case was submitted to full Council for an uplift in the capital programme for the rebuilding of Peterchurch Primary School. In February 2020, Council agreed a new budget of £10.853m.

24. The feasibility study has demonstrated that a new build project delivers better value for money both in the short and longer term. In addition it gives the council an opportunity to build its first carbon neutral school with Green Building certification showcasing its ambition to becoming carbon neutral by 2030.

25. The brief for a developed design will encompass much of that in point 20 above but with some significant additions:

a. The build must achieve net zero carbon emissions and obtain a green building certificate. As a ***minimum*** it should receive Passivhaus certification.

b. There should be a net gain in biodiversity on the site.

c. The build must be adaptable beyond moving from admission numbers of 20 to 30. It needs to be able to meet the future needs of the Golden Valley and/or County if required. Be that the addition of a specialist setting for example or growing the school into a 'campus' should the land behind the school be purchased. In these circumstances the school still needs to flow and not look like a hotchpotch as it has in the past.

d. Although the amount of capital funding set aside to rebuild Peterchurch is in the public domain, the build cost should come in significantly below this without compromising quality. To achieve this all methods of construction should be considered beyond just a traditional bricks and mortar build.

26. The design will take full account of any relevant planning policies and legislation and the Equality Act 2010. The school is a mainstream primary school, however it is expected that the design will take account of the current and future needs of pupils with special educational needs and disabilities, and the needs of disabled staff, parents and community members, by considering how the building will be fully accessible.

27. The architect who will draw up the developed design will be procured in accordance with the council's contract procedure rules.

28. The timetable for the developed design, further decision making and implementation of the project are estimated as follows:

a. Cabinet decision November 2020.

b. Procurement of planning/survey/design team to conduct study.

    i. Tender publication January 2021.

    ii. Tender evaluation February 2021.

    iii. Appointment of consultant March 2021.

c. Design proposal due June 2021.

d. Decision to proceed with main project September 2021.

e. Procurement of principal contractor January to March 2022.

f. Construction May 2022 to August 2023.

Community impact

29. These activities support the council's County Plan Ambition to strengthen communities to ensure that everyone lives well and safely together and the Children & Young People's Plan Pledge of helping all children and young people succeed – be amazing. The proposed works will include mitigation of potential health and safety and safeguarding risks, aiming to provide well maintained buildings which are more cost effective to run and therefore benefit all pupils, including looked after children and care leavers.

30. The decision supports the council's school capital investment strategy that recognises the important contribution a high quality education brings to the lives of children, the wellbeing of residents and to future economic prosperity. The proposed works will include mitigation of potential health and safety and safeguarding risks, aim to provide well maintained buildings which are more cost effective to run and therefore benefit all pupils, including looked after children and care leavers.

31. The proposed project would retain the pre-school and provide improved accommodation. The proposed project would retain the existing swimming pool, but investigate options for providing a better roof. The possibility of a community contribution to this cost will be explored.

32. The proposed project would explore the option of joint use and management of an area of land to the east of the site which may be provided adjacent to the school through section 106 for community use.

33. The proposed project would support the Peterchurch Parish Council's preference for the school to be retained on its current site at the heart of the village as part of its overall vision for the village.

34. The design will address how the safety of pupils, parents, staff and the community can be assured throughout the construction period. This will include separation of school and contractor spaces, management of vehicle movements, and control of machinery and materials which may pose any health and safety risk.

Environmental Impact

35. This decision / proposal seeks to deliver the council's environmental policy commitments and aligns to the following success measures in the County Plan.

    - Reduce the council's carbon emissions.
    - Work in partnership with others to reduce county carbon emissions.
    - Improve the air quality within Herefordshire.
    - Increase the number of short distance trips being done by sustainable modes of travel – walking, cycling, public transport.

36. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.

37. The environmental impact of this proposal has been considered through the service specification and includes appropriate requirements on the contractor/delivery partner to minimise waste, reduce energy and carbon emissions and to consider opportunities to enhance biodiversity. This will be managed and reported through the ongoing contract management.

38. Replacement of assets provides a means of improving building service installations, for instance using more efficient light fittings and controls to better manage heating systems. These proposals will contribute towards the delivery of the aims in the council's corporate plan to 'support improvement in the quality of the natural and built environment' and ' to make best use of the resources available to meet the council's priorities' as well as improve the council's energy efficiency, reduce its carbon footprint and provide cost savings.

39. The environmental measures to be incorporated within the build will support the council's Carbon Management Plan's target and areas of work for projects and Schools & Academies.

40. The development of this project has sought to minimise any adverse environmental impact and will actively seek opportunities to improve and enhance environmental performance. The build will achieve net zero carbon emissions and obtain a green building certificate. As a ***minimum*** it should receive Passivhaus certification.

Equality duty

41. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

    A public authority must, in the exercise of its functions, have due regard to the need to -

    (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

    (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

42. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. Our providers will be made aware of their contractual requirements in regards to equality legislation.

43. The new school building is intended to serve all members of the local community in Peterchurch and the Golden Valley, including those with protected characteristics under the Equality Act 2010.

44. The principle equalities impact of the decision to rebuild Peterchurch Primary School related to the design and layout of the building. The current buildings are deficient in many respects. The new building would conform to all current legislative requirements and would meet the needs of disabled pupils and their families, as well as staff and other users of the buildings.

Resource implications

45. The developed design will cost up to £300k. It will be funded from the £10.853m already approved in the capital programme to rebuild Peterchurch Primary School. The remaining budget will be spent in line with future decision reports after the developed design. The estimated project cost was produced in 2019, and is considered to be high by cabinet members in the experience of recent procurements of work of a similar scale at Colwall and Marlbrook Primary Schools. The developed design commissioned through this report will establish the total costs more accurately.

46. The project will be managed in accordance with the Council's project management guidelines. The Project Sponsor will be The Assistant Director for Education Development and Skills with a project lead reporting to him. The project board will include representatives of property services, finance, procurement, legal services/governance and other disciplines such as planning when required. The school will be invited to be represented as the end user of the completed building; and when appointed the architects and contractors will be represented as design and construction suppliers.

Legal implications

47. The school is a community school thus forming part of the council's property portfolio. The council has duties under health and safety legislation to ensure that all of its buildings remain fit for occupation and safe for use. Additionally the council has specific duties under the Education Act 1996 and the School Premises Regulations 1999 to ensure that school buildings meet minimum standards and to maintain school premises under the Schools Standards and Framework Act 1998.

48. Commissioning a developed design for the rebuilt school should assist the council in meeting the above legal obligations.

Risk management

49. Risks associated with the developed design are shown below.

Risk / opportunity	Mitigation
The project could cost more than the provision in the capital programme.	The recommended decision is intended to give greater cost certainty before the main project is procured.
The project could expand to include works not originally intended.	The recommendations specify as precisely as possible what the project is intended to achieve.
There could be unforeseen costs in relation to the site or off-site planning requirements.	Major risks, such as the issues around the high voltage overhead cables have already been identified and outline costs obtained. The proposed study is intended to identify other risks as comprehensively as possible.
There could be community concerns.	Discussions have already taken place with representatives of the parish council to identify and mitigate these.
There could be planning or similar regulatory requirements that add to costs.	These have been anticipated and are being mitigated by involvement of planning and public realm colleagues in early decisions.
The work of the school could be disrupted by any resulting building works.	This possibility is anticipated and the architect is asked to address and suggest mitigation strategies for such potential disruptions.
There are opportunities for enhancing community facilities by working with the parish council in relation to the potential public open space to be provided through Section 106.	Possibilities of creating an access between the school site and the potential new recreation site will be explored, and arranging joint use by the school and community members.
Timescales may slip, if for example, governance, procurement and pandemic related issues occur.	Timescales within our gift will be closely monitored. Should any unexpected delays happen, these will be escalated by exception to mitigate any impact.

50. Risks will be managed in accordance with the council's policy on risk management. Overall the risks at the design stage are low, however the developed design may identify issues which need to be addressed before the main project can go ahead.

Consultees

51. Peterchurch Parish Council has been consulted on the current proposal to rebuild the school on its current site. It strongly supported that approach. The parish council takes the view that the current position is preferable because it is in the 'heart of the village', close to many of the other village amenities. It has requested that the swimming pool be retained if possible. It supports the proposal to put the electricity cables underground. It would be interested in having a joint use agreement for the management of the playing

field/open space that may be provided on land adjacent to the school site to the east which is part of the Hawthorn Rise proposed development. This land would be provided to the community under a Section 106 planning agreement.

52. The governing body and headteacher of Peterchurch Primary School are supportive of rebuilding on the current site.

53. The ward member has been consulted and is supportive of the proposed approach.

54. Political groups have been consulted as this is a key decision..

55. The Green Group commented that they had strong support for an energy efficient building with Passivhaus or equivalent certification. They would also welcome a net gain in biodiversity on the site.

Appendices

Appendix A – Hayhurst & Co feasibility study

Background papers

None

Glossary of terms, abbreviations and acronyms used in this report.

ESFA	Education and Skills Funding Agency
MAT	Multi Academy Trust

Peterchurch Primary School

Stage 1 - Feasibility Study

5th July 2019

Hayhurst & Co Architects

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Project Details

Client
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School/Site
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Architect
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1.0 Introduction

Executive Summary

This feasibility study seeks to evaluate the development options for Peterchurch Primary School that addresses issues relating to the poor suitability of the existing teaching spaces, the poor condition of the existing school building and the poor layout of the school site.

In addition to outlining different strategies for the development of the school, central to this study is an exploration of how each of the strategies can support the schools ethos and enhance its educational objectives.

This study puts forward three strategies - re-new, re-model and re-build. Each strategy has been evaluated against the key objectives and each strategy has been assessed in terms of cost, programme, phasing, risks and how well each addresses the educational outcomes.

The study was commissioned by Herefordshire Council and has been prepared by Hayhurst and Co. Architects and Stockdale Quantity Surveyors. The study has been carried out in consultation with Joanna Bryan (Headteacher), the Chair and Vice-Chair of Governors, all of the staff at the school as well as officers from Herefordshire Council.

Background

Peterchurch Primary School is a community primary school controlled by Herefordshire Council. It is located in the village of Peterchurch in the Golden Valley in the west of the county. It currently has 122 pupils on roll. There is a nursery located at the school site that is privately owned and run.

The current school accommodation is not fit for purpose in respect of a) the sizes of the spaces (as set out in DfE Building Bulletin 103 'Area Guidelines for Schools'), b) the suitability of the spaces (in term of heights of spaces, day-lighting, ventilation, outlook and acoustics) and c) the condition of the fabric of the school buildings (eg. Inefficient services infrastructure, leaking roofs, poor thermal performance and the presence of asbestos).

Description of Project

Herefordshire Council is seeking a master plan for a school with an ultimate capacity of 210 pupils (admission number of 30 pupils per year) plus preschool/nursery, built initially to a capacity of 140 pupils (admission number 20 pupils per year). The initial building should include the infrastructure (halls, admin, circulation etc.) suitable for a capacity of 210 pupils. A later expansion should provide a further two classrooms with cloaks and class storage.

The aim of the project is to establish a suitable strategies that can provide a modern school environment for the long-term future of the school. The school will remain operational throughout the construction period.

Key Objectives

In collaboration with officers from Herefordshire Council, the following objectives for the development have been established as follows;

1. Achieve full compliance with DfE Building Bulletins (inc. BB103) and Herefordshire Councils recommended standards for Primary School buildings.

2. Maximise the use of space.

3. Integrate the use of facilities.

4. Reduce ongoing revenue costs.

5. Reduce the carbon footprint.

6. Eliminate backlog maintenance and reduce future maintenance requirements.

7. Investigate options for the swimming pool.

8. Incorporate the Nursery/Preschool into the main school building.

9. Improve access to the site for vehicles and pedestrians to remove safeguarding issues and congestion on the public highway.

View of Peterchurch Primary School vehicle entrance from main road

View of Peterchurch Primary School vehicle exit from main road

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1.1 Site Location

The Site

The school is located in the village of Peterchurch in the middle of the Golden Valley, west of Hereford and towards the Black Mountains and Welsh border. The village is the largest settlement in the valley and has several amenities including Peterchurch Primary School, Fairfield High School, a village hall, shops and two pubs.

The site is located a little south of the centre of the village on the eastern side of the B4348: the arterial route through the settlement and along the valley. The L-shaped site measures 10,628sq.m in area (approx. 1 hectare or 2.6 acres) and gently slopes upwards from west to east by approx. 2.5m. across the depth of the site.

The school is surrounded by single dwelling houses in large residential plots to the north and open farm land to the south and east. There is currently an outline planning consent (granted in 2014) for the construction of new homes on this land, however the site has not yet been sold on to a developed. To the northern tip of the site is a Western Power Electricity Distribution Site from which extend two over-head cables that run across the site. At present, there are three access points (two vehicular and one pedestrian) to the school site all of which are on its western boundary and accessed from the B4348.

Location Plan

Aerial View

1.2 Site Information

Existing Site & School

The school building is made up of the original school-house constructed in the 19th century which, when built, comprised a single room for teaching linked to a two-storey house for the teacher and their family to live in. A swimming pool was later constructed in the school grounds - the date when this was constructed is not known but is assumed to be around the middle of the twentieth century.

Following the acquisition of more land around the school site, extensions and adaptations to the school buildings were made in the 70s, 80s, and 90s to the side and rear of the original school as the number of pupils at the school grew. A temporary classroom was added in the mid-90s, followed by a second temporary classroom for the private Nursery added approx. 10 years ago.

Site Use Area Assessment

Herefordshire's guidelines only include internal areas, therefore BB103 has been used to review the appropriate external areas for primary schools with 140, and 210 pupils.

Whilst the area of the school accommodation (1,117m2) is over the area guidelines set out in BB103 for a 140 pupil school, each of the additions have been bolted-on to the existing school without the benefit of a masterplan to manage the growth and development of the school site over time. The result of this is many under-sized and disconnected teaching spaces. This is further explored on pages 16 and 17.

The school buildings sit towards the front of the school site with a driveway and car parking space to the front and a playground and playing fields to the rear. Soft-landscaped pupil and habitat areas are over the recommended area for both 140 and 210 pupils schools, however the hard-landscaped pupil areas fall below the guidelines.

Overall, the total net site area is just below the recommendation for a 210 pupil school.

External non-net areas are significantly higher than the recommended amount, reflecting the inefficient use of the site and the rural setting that requires vehicle access and parking. An analysis of parking and access is carried out on pages 13 and 14.

Overall, the total gross site area is higher than the total recommended site area.

	BB103 140 Pupils	BB103 210 Pupils	Existing School
External Pupil Area - Soft	3,680	5,220	5,361
External Pupil Area - Hard	950	1,125	864
External Pupil Area - Habitat	70	105	169
Float	600	600	
Total Net Site Area	**5,300**	**6,450**	**6,394**
External Non-net Area	812	1,043	2,618
Nursery Building Footprint			110
External Area - Nursery			69
School Footprint exc. pool (GEA)	1,075	1,345	1,117
Total Gross site area	**6,995**	**8,993**	**10,628**

BB103 Areas calculated from recommended site area tables 'Annex A: Building Areas' and 'Annex B: Site Areas' in Building Bulletin 103, June 2014

Site Plan

Existing Site

1. Original school building facing the front of the site

2. Pedestrian path from the main road to the main entrance of the school

3. Main entrance gate adjacent to the hall, with the main entrance ramp on the right

4. Main entrance accessed via a ramp or stair

5. Admin and classroom extension built in the 1980s

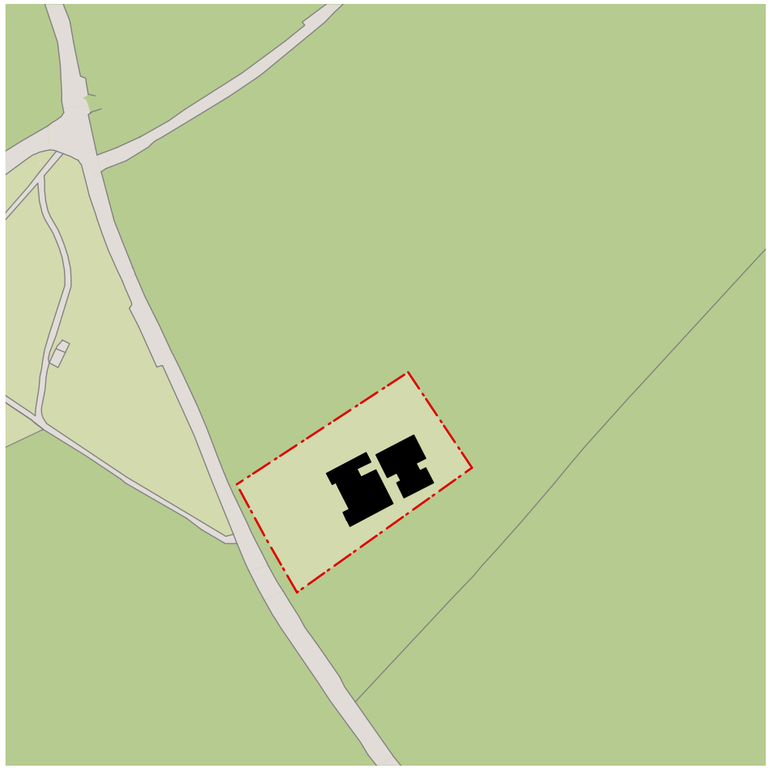
6. Porta-cabin classroom for Y3/Y4. Nursery porta-cabin behind.

7. Original Victorian school building with library on the right

8. Playing field to the rear of the site showing power cables overhead

1.3 Site History

1900s



The original Victorian Schoolhouse was built in 1857. Historic title deeds of the school show an outbuilding to the rear of the schoolhouse, since demolished.

1950s-60s

The existing swimming pool is thought to have been constructed in the 1950s or 60s.

Late 1970s

In 1975, the land to the north, east and south of the site was acquired. The school was then extended to the side and rear, to provide a new community centre facility. This now comprises the school hall and two group rooms.

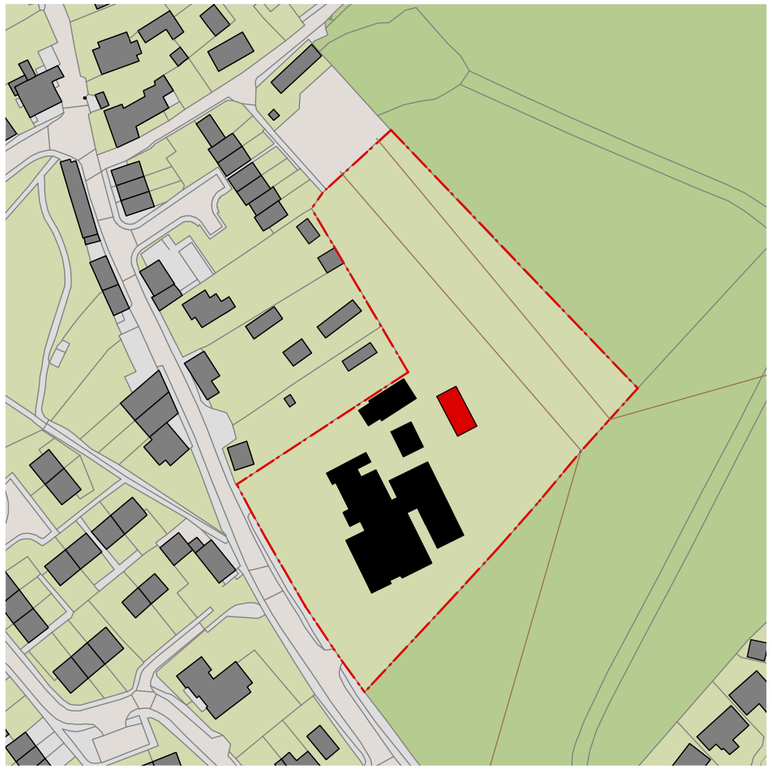
1980s

A block to the rear of the school was demolished to allow an extension to be built to the north-east of the school in the 1980s to provide additional classrooms (currently housing Y4/5 and Y6).

1990s

In the 1990s, a further extension of the 1980s block created the current reception area. A stand-alone temporary classroom was also installed in the mid-1990s (currently housing the Y3/4 classroom).

2000s



The nursery moved from a space within the old community centre to a temporary building, installed to the rear of the school site. The temporary building is owned by the nursery (not Herefordshire Council).

2.0 Parking and Access

Arrival and Departure Observations

Hayhurst and Co carried out observations of the school arrival and departure on 8th May 2019 to identify the issues surrounding the pedestrian and vehicular access to the site.

School Buses
Six buses drop off approx. 20 pupils between 8.35am and 8.45am and the school manage the pupils getting off the buses and going into the school building. As buses arrived and pull up at the front of the school, cars are required to wait behind as there is no space to pass. When cars form a queue they can back-up on the highway and disrupting the flow of traffic on the B-road.

At 3.15pm, the school buses are waiting outside the front of a school, blocking any cars from entering. This causes cars to back-up on the main road. Pupils are led from the school hall to the buses when all pupils and buses are present. At 3.21pm all the school buses departed.

Pedestrians
Between 8.30am and 8.50am many pedestrians enter the site from the main road through the front gate and use the pedestrian crossing in the school site to reach the main gate at the rear of the school building. Many of these pedestrians have parked in the car park opposite the school, or on the road to the south-east of the school. There is no designated crossing point on the main road between the car park opposite and the school's pedestrian entrance. Congestion is also caused by vehicles moving through the school site having to wait for pedestrians to cross. There is not a clear distinction between pedestrian and vehicle routes.

The pedestrian crossing becomes more congested at the end of the school day as all pupils are leaving at the same time. The Headteacher stands within view of

Pedestrians using the crossing lead to vehicles backing-up on to road

Cars waiting and double parked cause congestion and prevent free flow of traffic out of the site

Cars waiting to turn onto main road cause congestion in carpark

Buses waiting to collect pupils block vehicle entry as the road is not wide enough to allow cars to overtake. Cars queue onto main road

Cars park on main road to collect children. Cars turning right on Closure Place cause congestion

Parents/carers park to walk their children to the main entrance in the morning, and then to wait in the playground in the afternoon

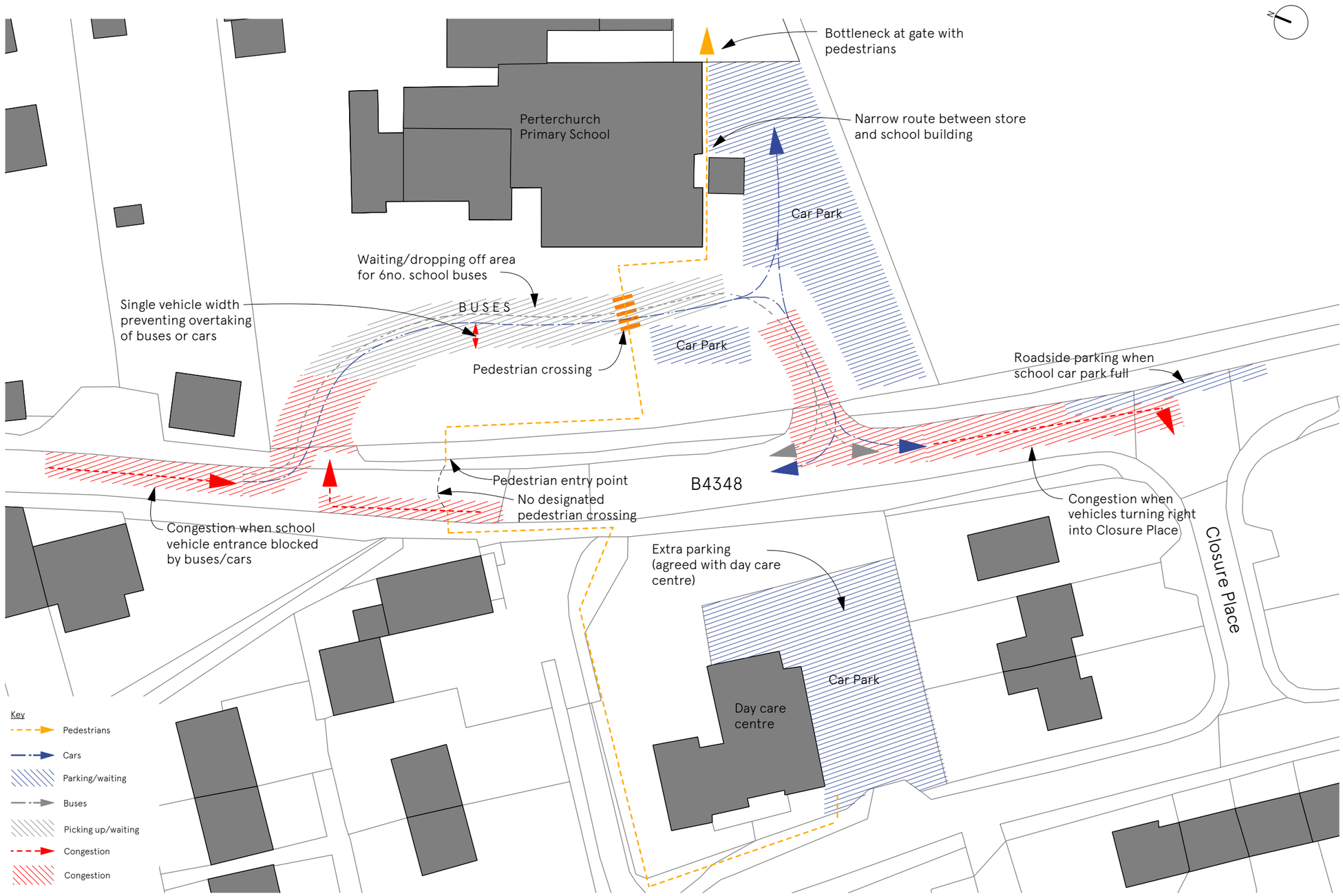
the pedestrian crossing to monitor pupils and cars moving through the site. Parents/carers wait in the playground to collect their children. A bottle neck occurs at the point where the main route narrows between the school and the external store.

Cars and Parking
Most parents/carers park and walk into the school to drop their children off. This results in cars double parking, and congestion around the pedestrian crossing. Approx. 35no. cars were recorded entering and leaving the site between 8.30am and 8.50am.

Parents/carers begin to arrive to collect their children by 2.45pm (half an hour before the end of the day). By 3.15pm, approx. 20 cars are parked (and double parked) in the car park and surrounding area. Approx. 8no. cars are parked on the main road. Despite an 'in' and 'out' vehicle route through the site, the car park has limited turning space, and congestion occurs when cars double park, and wait in undesignated spaces. Further congestion occurs when cars are waiting to pull out on to the main road, and again when cars are waiting to turn right on to Closure Place.

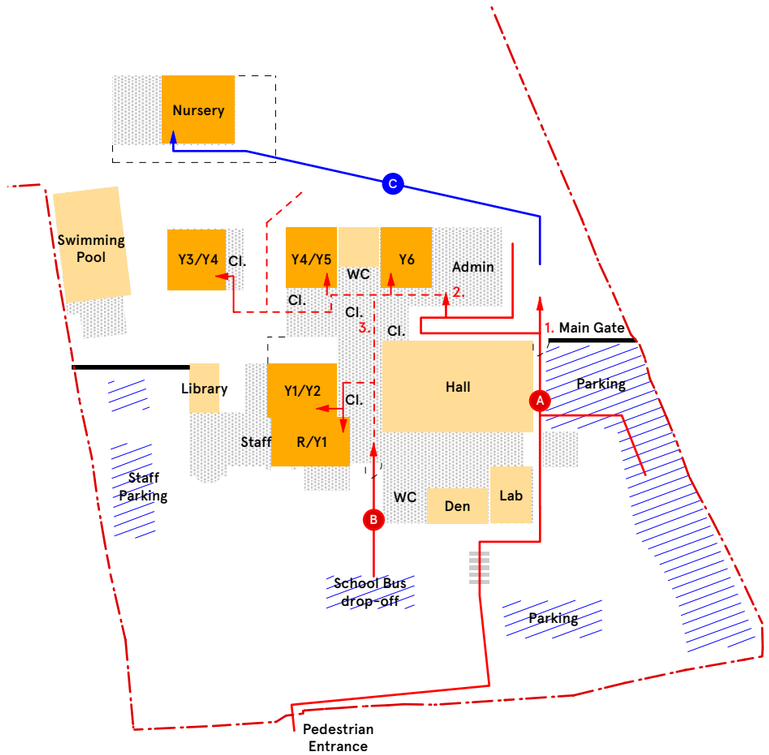
Conclusion
The traffic flow through the site leads to safe-guarding issues and congestion on the highway. Their is a risk to pedestrains corssing the B-road as their is no formal crossing, and then moving through the school site. Buses cause traffic to back-up and the current vehicle routes do not allow for the required vehicle capacity at the beginning and end of the school day.

Transport and Access Plan



2.1 Pedestrian Circulation

Morning Arrival



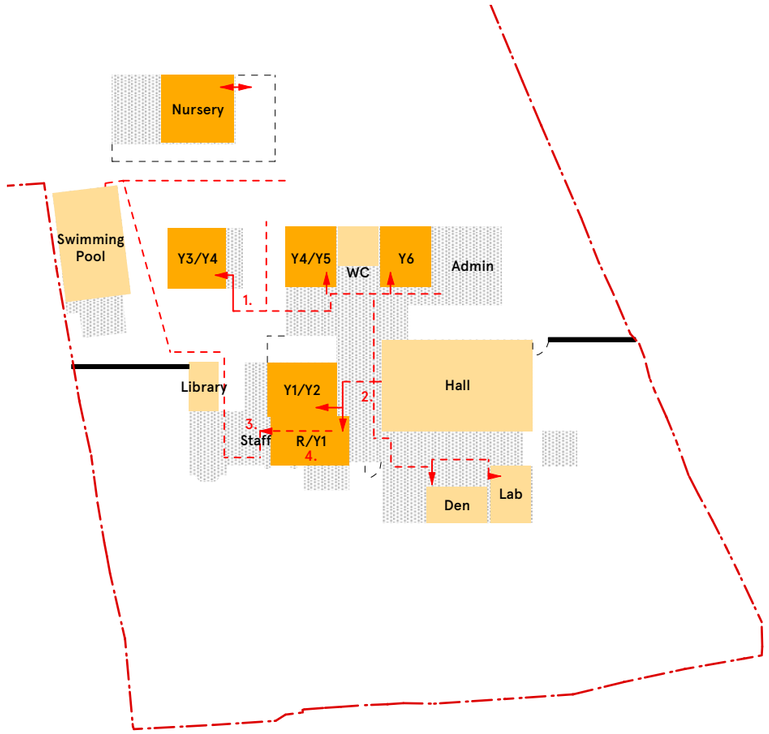
Key Circulation Routes

A. Parents/carers drop their children off to the rear of the school, via a narrow path between the school building and an external store. Parents/carers wait with their children by the main entrance.
B. Pupils who arrive on school buses enter the school via an entrance to the front of the school, overseen by the Head teacher.
C. Nursery children are dropped off by their parents/carers via the Playground to the rear of the site.

Observations

1. Parents/carers and children arrive from 8.30am. The main gate is locked by 8.50 am.
2. Pupils make their way to their classroom via the main entrance.
3. Cloaks are located in the corridor outside each classroom (Y3/Y4 cloaks are split between the temporary building and main school building)
4. The current access route to the nursery is through the rear playground, which presents a potential safeguarding issue for the school.

Morning and Afternoon Teaching



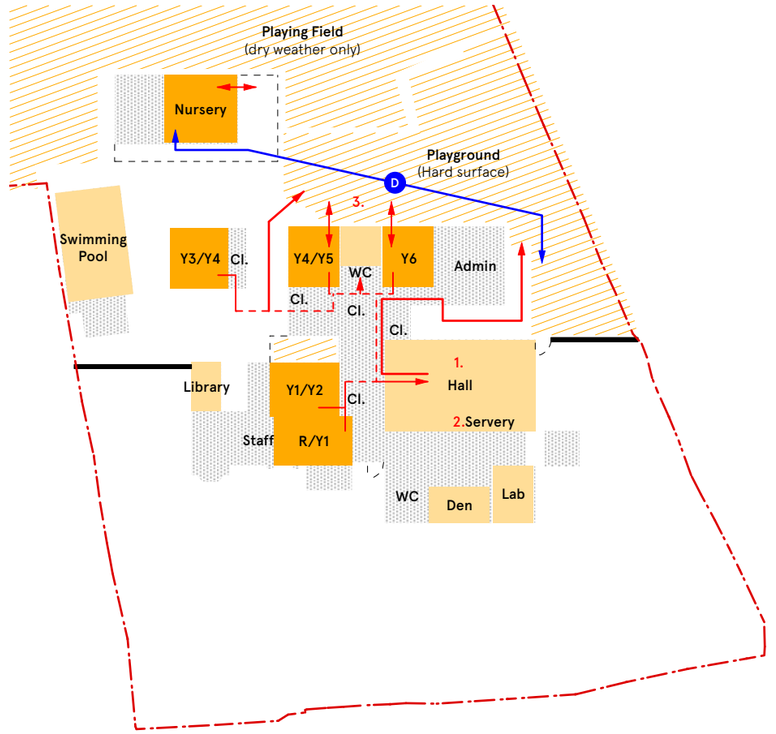
Key Circulation Routes

Pupils and staff are required to circulate both internally and externally throughout the school day.

Observations

1. Pupils in Y3/Y4 class are required to leave the main school building to reach their classroom. This door is security controlled and so a member of staff is required to allow them to access the main school building.
2. Pupils pass through the hall to reach 'The Den' and the 'Learning Lab' at the front of the school.
3. R/Y1 pupils pass through the staff room to reach the swimming pool.
4. Staff pass through R/Y1 to reach the staff room (or are required to leave the main school building and re-enter adjacent to the library).

Lunch



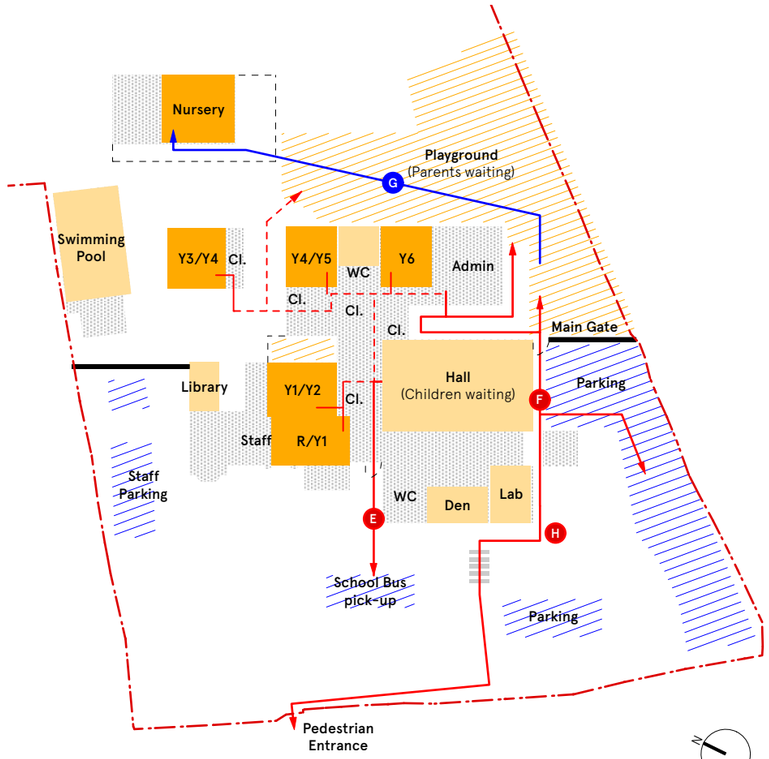
Key Circulation Routes

D. At 12.00pm, parents/carers collect and drop off nursery pupils who are doing half day sessions. This requires parents/carers to cross the playground.

Observations

1. Pupils make their way to lunch in the hall and are all seated by 12.15pm. 10no. 12 seat tables are set up.
2. Pupils who eat school dinners are served between 12.15 and 12.35pm.
3. By 12.40pm, pupils that have finished their lunch collect their coats and make their way to the playground. R/Y1 and Y1/Y2 via the main entrance, the remaining classes via their classrooms.

Departure



Key Circulation Routes

E. Pupils gather in the hall to wait for all school buses to arrive, they are then led out the entrance to the front of the school to school buses.
F. Parents/carers wait in the playground to collect their children, arriving via the same route they dropped them off in the morning.
G. Parents/carers cross the playground to pick nursery children up at 3.00pm.

Observations

H. Head teacher oversees pupil leaving the site from a strategic point where the pedestrian crossing, bus drop off and main gate can be seen.

The pedestrian crossing within the site is busy, meaning traffic is required to stop. See parking and access analysis on pages 12 and 13.

A 'bottle-neck' forms at the main gate with parents arriving to collect children and parents leaving with their children.

Key Circulation Issues

1. The current main school entrance is accessed through the playground, so all visitors need to cross the secure line before reaching reception, this presents a safeguarding issue.

2. The access to the nursery is also through the playground and presents a safeguarding issue for the school.

3. The pedestrian access to the school is currently through the congested and chaotic parking and drop off area at the front of the school, which, in its current layout, is a safety risk to pedestrians.

4. The existing circulation is poorly designed and requires going outside or through the Reception/Year 1 classroom to reach the rooms within the old schoolhouse building. There is also a lot of external space that is inefficiently used between the main school building and temporary classroom buildings.

5.There is no direct access to the playground from Reception/Y1 and Y1/Y3 classrooms, requiring pupils to use the main school entrance to access the playground.

Key

- Primary Entry Route - Staff, pupils, parents, visitors
- Primary Entry Route - Nursery staff, pupils and parents
- Primary circulation
- Ancillary Accomodation/School footprint
- Classrooms
- Shared teaching spaces
- External play/teaching area
- Parking
- Secure boundary

Circulation Observations

On arrival in the morning, parents/carers escort pupils to main entrance

R/Y1 Pupils line up within the classroom ready for lunch in the hall

Congestion in the circulation space as 2 year groups collect coats in a restricted space

Y3/Y4 and Y4/Y5 Pupils return to class directly from the playground after lunch break

2.2 Existing School Area Analysis

Existing School Spatial Analysis

This table sets out the Herefordshire Council brief for a 1FE school alongside the existing school accommodation.

As the existing school is not a full 1FE school, the table has been adjusted to be comparable to 5 classrooms for 140 pupils (exclusions outlined with red dashed line). It has been assumed that the provision for all other spaces are to be for a full 1FE school to allow for future expansion.

The total Gross Internal Floor Area (GIA) of the existing school building is within the acceptable range for a school with up to 140 pupils, however, the sizes of many of the individual rooms are inadequate and many rooms are not co-located effectively and have poor circulation across the school site.

The classrooms are undersized, and although they have access to additional teaching spaces not included in Herefordshire's brief, the total area of basic teaching spaces is undersized.

The total area of storage is above Herefordshire's brief, however, all cloaks and nearly all of the class stores and undersized. The storages is therefore not distributed appropriately throughout the school.

The total area for staff and admin is undersized with several spaces outlined in Herefordshire's brief not allocated within the existing school.

The total area for learning resource is oversized due to the rooms at the front of the school (that were once classrooms) now being used for group rooms. All other learning resource spaces (such as library and SEN) are undersized and therefore the distribution of learning resource spaces is poor.

	Hereford Brief - 1FE Primary			Existing Building			Difference	Comments
Space	**No. of spaces**	**HC Brief m²**	**Total m²**	**No. of spaces**	**Area m2**	**Total m²**	**+/-**	
Basic Teaching Spaces								
Reception/Y1 Classroom	1	62	62	1	50.3	50.3	-11.7	undersize
Y1/Y2 Classroom	1	62	62	1	49.1	49.1	-12.9	undersize
Y3/Y4 Classroom	1	62	62	1	48.1	48.1	-13.9	undersize
Y4/Y5 Classroom	1	62	62	1	42.7	42.7	-19.3	undersize
Y6 Classroom	1	62	62	1	52.8	52.8	-9.2	undersize
Additional Classroom 1	n/a	n/a	n/a	n/a	n/a	n/a	-	excluded
Additional Classroom 2	n/a	n/a	n/a	n/a	n/a	n/a	-	excluded
Practical area / food bay	0	0	0	1	22	22.0	22	additional
ICT base	0	0	0	1	27.9	27.9	27.9	additional
Total			**310**			**292.9**	**-17.1**	undersize
Main hall	1	180	**180**		198	**198**	18	
Storage								
Coat and bag storage- YR/Y1	1	3	3	1	1.8	1.8	-1.2	undersize
Coat and bag storage- Y1/Y2	1	3	3	1	1.8	1.8	-1.2	undersize
Coat and bag storage- Y3/Y4	1	3	3	1	1.4	1.4	-1.6	undersize
Coat and bag storage- Y4/Y5	1	3	3	1	2.2	2.2	-0.8	undersize
Coat and bag storage- Y6	1	3	3	1	2.8	2.8	-0.2	undersize
Coats - Additional Classroom 1	n/a	n/a	n/a	n/a	n/a	n/a	-	excluded
Coats - Additional Classroom 2	n/a	n/a	n/a	n/a	n/a	n/a	-	excluded
Teaching Storage- YR/Y1	1	2	2	1	1.1	1.1	-0.9	undersize
Teaching Storage- Y1/Y2	1	2	2	1	1.7	1.7	-0.3	undersize
Teaching Storage- Y3/Y4	1	2	2	1	3.5	3.5	1.5	oversize
Teaching Storage- Y4/Y5	1	2	2	1	5.1	5.1	3.1	oversize
Teaching Storage- Y6	1	2	2	1	0	0	-2	undersize
Storage - Additional Classroom 1	n/a	n/a	n/a	n/a	n/a	n/a	-	excluded
Storage - Additional Classroom 2	n/a	n/a	n/a	n/a	n/a	n/a	-	excluded
Specialist walk in stores	3	5	15	2		24.8	9.8	Large stores are off group room and on first floor away from teaching spaces
Indoor PE equipment storage	1	18	18	1	7.2	7.2	-10.8	undersize
Outdoor PE equipment storage	0	0	0	0	0	0	-	Currently storage within temporary sheds
Bulk stock store	1	4	4	1	17.6	17.6	13.6	On first floor away from teaching spaces
Caretakers and maintenance store	1	5	5	1		5.8	0.8	
Cleaning store	1	3	3	1	2.3	2.3	-0.7	undersize
Table and chair store	1	12	12	1	12.4	12.4	0.4	
Staging/ appliance store	1	4	4	1	5.4	5.4	1.4	oversize
Mobility equipment store	1	2	2	0	0	0	-2	
Store for community	0	0	0	0	0	0	0	
Total			**88**			**96.9**	**8.90**	
Staff and admin								
Heads office	1	12	12	1	15.9	15.9	3.9	
Staff room work and social	1	33	33	1	17.9	17.9	-15.1	undersize
Staff PPA	1	10	10	1	0	0	-10	no allocation in existing
Senior management office	1	10	10	1	0	0	-10	no allocation in existing
General office (reception)	1	12	12	1	20.6	20.6	8.6	Excluding area for reprographics
Secure reception	1	4	4	1	10.9	10.9	6.9	oversize
Reprographics room	1	8	8	1	8	8	0	Located within main office
Meeting room	0	0	0	0	0	0	0	
Sick bay	1	3	3	1	5.8	5.8	2.8	oversize
Interview room	1	9	9	1	0	0	-9	no allocation in existing
Total			**101**			**79.1**	**-21.90**	undersize

	Hereford Brief - 1FE Primary			Existing Building			Difference	Comments
Space	**No. of spaces**	**HC Brief m²**	**Total m²**	**No. of spaces**	**Area m2**	**Total m²**	**+/-**	
Learning resource area								
Library (learning resource centre)	1	30	30	1	15.7	15.7	-14.3	undersize
Small group room	3	11	33	2		75.4	42.4	Two old classrooms to front of school currently used as group rooms
SENco office (SEN resource)	1	12	12	1	6.9	6.9	-5.1	undersize
Medical inspection room/ Therapy room	1	12	12	1	0	0	-12	no allocation in existing
Total			**87**			**98**	**11**	oversize
Non net areas								
Reception toilets	3	2	6	2	-	14	8	Only 2 toilets- room is currently used for teaching activities
Pupils toilets	10	2	20	17	-	46.6	26.6	oversize
Staff toilets	2	2	4	2	1.7-2.9	4.6	0.6	oversize
Accessible toilet	1	3	3	1	4	4	1	oversize
Hygiene room	1	12	12	1	23.5	23.5	11.5	oversize
Kitchen facilities (servery)	1	28	28	1	22.5	22.5	-5.5	undersize
Total			**73**			**115.2**	**42**	
Subtotal			**839**			**880.1**	**41**	oversize
Corridors	-	22.5%	202.5	-		143	-59.5	Insufficient circulation- many routes are through other rooms or outside
Boiler room	1	1.5%	13.5	1	9.3	9.3	-4.2	undersize
Server	in boiler			1	8.9	8.9	8.9	additional
Walls	-	4.0%	36			42	6	oversize
Total Gross Internal Area			**1091**			**1083**		
Additional area								
Nursery class	1	62	62	1	61.5	61.5	-0.5	undersize
Quiet room	1	8	8	0	0	0	-8	no allocation in existing
Nursery store room	1	2	2	1	3.9	3.9	1.9	oversize
Nursery office	1	8	8	1	9	9	1	
Nursery cloakroom	1	3	3	0	0	3	0	Alllowance within nursery entrance area
Nursery pupils toilets	3	2	6	3	-	8.9	2.9	oversize
Nursery staff toilets	1	2	2	1	3.2	3.2	1.2	oversize
Nursery entrance	1	2.25%	2	1	10.3	10.3	8.3	Excluding cloakroom area
ICT/Music Room	N/A	N/A	0	1	27.9	27.9	27.9	additional
Total			**93**			**127.7**	**35**	oversize
Total Net Area			**766**			**792.8**	**27**	undersize
Total Non-Net Area			**325**			**276**	**-49**	undersize
Gross Internal (Total Building) Area excl. nursery			**1091**			**1069**	**-22**	undersize
Gross Internal (Total Building) Area incl. nursery			**1184**			**1169**	**-15**	undersize

Assessment of Areas

Teaching Spaces
All of the existing teaching areas are significantly undersized by 15-30%. This has resulted in insufficient circulation spaces around desks, and storage within the classes is cluttered and inaccessible.

Main Hall
The existing hall is 10% larger than outlined in Hereford's brief, however, some of the hall is used for storage.

Storage
All coat and bag storage, located in circulation space, is undersized by 25-50%.

Teaching storage located in the classrooms is undersized for R/Y1, Y1/Y2 and Y6 and oversized for Y3/Y4 and Y4/Y5.

Specialist stores are oversized, however, their distribution around the school is not practical or accessible as they are located off group rooms and on the first floor.

The indoor PE equipment store off the hall is nearly 50% undersized and an extra trolley is currently used that remains in the hall.

The bulk stock store is significantly oversized, however, it is located on the first floor and therefore not accessible and far from teaching spaces.

Staff and Admin
The secure reception, general office and Head's office are oversized however, there is no provision for Staff PPA, Senior Management Office or an Interview Room. The staff room is undersized by nearly 50%.

Learning Resource Area
The library is 50% undersized and accessed externally away from the classrooms.

Two old classrooms, that are under-sized as classrooms, are currently used as group spaces. The total area of these rooms is oversized as group spaces. The distribution of this area over two large rooms does not provide the appropriate type of space for small groups and 1-to-1 teaching.

Additional Areas
The existing school has two additional spaces not included in Hereford's brief; a Practical Area/Food Bay and an ICT base. These are used frequently as break out spaces and for smaller group teaching.

The school also benefits from a swimming pool that is used by the school, other local schools and the community.

Accessibility
There is a 600mm difference in floor levels between the two main teaching blocks which are connected via steps and an internal platform lift. Whilst technically accessible, this is not an inclusive form of access and does not meet equalities best practice. There are spaces located on the first floor which, as the school does not have a lift, means that the spaces are not fully accessible.

Summary
The total net internal area is within the guidelines for a 1FE school, however, the distribution of the space is not correctly allocated to different uses. The school is formed of lots of small rooms that are not fit for their purpose. Generally, offices and toilets are oversized, with teaching areas undersized. There is also a lack of one-to-one teaching areas.

2.3 Condition Survey

Surveys of the Existing Building Fabric and Services

Condition Survey
A Condition and Compliance Report was commissioned by Herefordshire Council in May 2019 and was carried out by Faithful and Gould. The survey highlights and prioritises individual repairs and the costs attributable to these but does not include for upgrading specifications or works associated with altering the layout or configurations of internal spaces. The report is summarised in the chart on these pages.

Asbestos Survey
An Asbestos Management Survey of the building was commissioned by Herefordshire Council in March 2016 and was carried out by ACEM Consultants on 17th March 2016.

The purpose of the survey was to locate, as far as reasonably practicable, the presence and extent of all suspected Asbestos Containing Materials (ACMs) in the buildings on site.

The survey identifies material in the building that were proven to contain asbestos from tested samples and items strongly presumed to be asbestos but where samples could not be taken at the time of survey. The items generally fall under floor tile/adhesive, boarding, cladding, roofing or mechanical and electrical components. The reports notes 1 item, 'Hall Skylight Rope Seals' that could not be accessed at the time of survey so have been presumed to contain asbestos. This item will need to be tested prior to any works being carried out.

Most items of asbestos are able to be removed by a competent contractor following the correct guidelines. However, a few items require licensed removal. The asbestos removal will need to be coordinated as part of the enabling works using a specialist.

Building Construction
The school buildings vary in age and construction. The original schoolhouse, built in 1857, is of solid wall construction and timber framed roof trusses. Adjoining the schoolhouse is an extension that has a natural slate roof covering that houses the Library.

The hall, and adjoining classrooms, built in the 1970s are steel frame and brick construction. This has a large asbestos cement sheet roof.

The hall and original schoolhouse are connected to a cavity wall constructed pitched roof building to the rear of the building that houses the Y4/Y5 and Y6 classrooms and admin space. All are connected via a single storey flat roof system that joins the three main elements of the main building.

The swimming pool, built circa 1960, is of steel frame construction with a polycarbonate roof covering. This building is connected to brick built changing and sanitary facilities.

There are two timber framed mobile classrooms that house Y3/Y4 and the Nursery. Between the main school building and the pool, there is two timber sheds.

Condition Survey Summary

The condition survey applied a condition and priority grading to the building as follows;

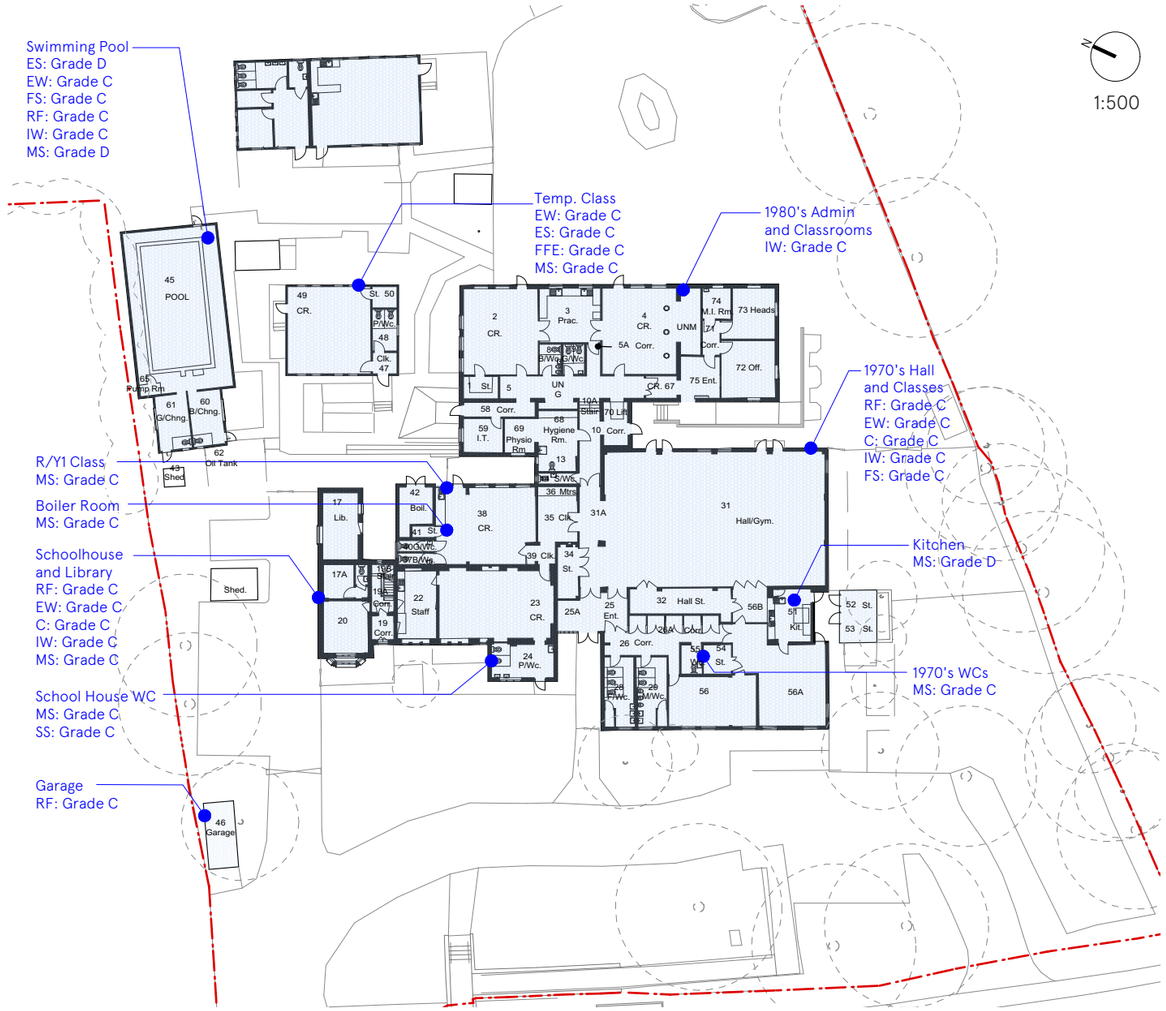
Grade A: Good – performing as intended
Grade B: Satisfactory – Performing as intended, but exhibiting minor deterioration
Grade C: Poor – Exhibiting major defects and/or not operating as intended
Grade D: Bad – Life expired and/or serious risk of imminent failure

Priority Grade 4: More than 5 years before remedial action required
Priority Grade 3: Remedial action required within 3-5 years
Priority Grade 2: Remedial action required within 1-2 years
Priority Grade 1: Immediate remedial action or replacement required

The majority of the building fabric has been identified as Grade B (Satisfactory) except for where shown on the adjacent diagram as Grade C (Poor) and Grade D (Bad). Please see Condition and Compliance Survey for full information and priority gradings.

Key

C	Ceilings
ES	Electrical Services
EA	External Areas
EW	External Walls
ES	External Steps
EWD	External Windows
ED	External Doors
FFE	Fixed Furniture + Fittings
FS	Floors + Stairs
IW	Internal Walls
ID	Internal Doors
MS	Mechanical Services
R	Redecorations
RF	Roofs
SS	Sanitary Services



Condition survey: Estimate of projected ongoing maintenance costs of existing building *(source: Faithful and Gould Condition Survey 2019)*

Element	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Structure and External Finishes	£12,199.20	£531.60	£127.25	£-	£-	£12,858.05
Internal Works and Finishes	£7,278.16	£-	£626.72	£250.80	£-	£8,155.68
M&E	£13,050.00	£90,590.00	£89,830.00	£50,248.00	£17,779.20	£261,497.20
Total	**£32,527.36**	**£91,121.60**	**£90,583.97**	**£50,498.80**	**£17,779.20**	**£282,510.93**

Building Fabric
The main schoolhouse is showing numerous defects internally. The internal finishes are poor and there is a large patch of damp that has dried but left staining and water damaged plasterboard. There are holes in the lath and plaster soffit to the small store room above the Staff room.

In the main school building, there are many signs of cracking to the wall finishes. Other ceiling finishes in disrepair include cracked, damp, stained and dated suspended ceiling tiles. The asbestos roof has been failing and water ingress has led to failure of the plasterboard ceilings. There are numerous leaks to the roof throughout the building. Externally the main building is in fair condition. The condition report recommends remedial works to the mortar and other effected elements.

The swimming pool building is in poor condition with many signs of inadequate repair to the polycarbonate roof. The vents and the concrete slab floor are also in poor condition. The timber cladding to the pool plant room is also in poor condition.

The mobile classroom on site is in fair condition, however the access ramp is in poor condition affected by timber decay to the timber joints.

M&E – Main Building
The mechanical and electrical services contained within the main school building generally appeared operational, however, were variable in age and condition. Many of the existing services are recommended for replacement.

The condition survey identifies urgent works relating to the replacement of the existing heating plant and equipment, extract fans, electric hot water heaters, electric space heaters Sub electrical distribution boards all of which are considered to have reached the end of their serviceable life and operate at an increased risk of failure or offer a poor performance. The report also recommends the removal of a redundant kitchen ventilation system and unused and uncertified lifting hoists.
It is also recommended that mechanical extract ventilation is provided to toilet areas throughout the building which currently rely upon passive ventilation.

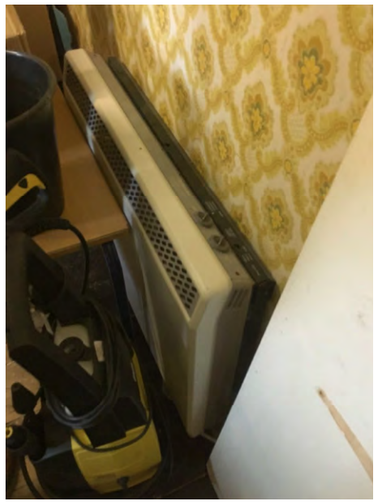
The report highlights the need to replace the existing heating distribution service throughout, replace the general and external lighting throughout. Due to the age of the building it is also recommended that allowance be made to carry out a future rewire of the building. The main school building has a L3 fire alarm installation, which appears in fair condition.

M&E - Mobile Classroom
The mechanical and electrical services contained within the mobile block generally appeared operational, however, are variable in age and condition.
The report highlights the need to replace the existing tubular heater and LPG fired warm air heater, the existing hot water heater and to replace and upgrade the general, emergency and external lighting.

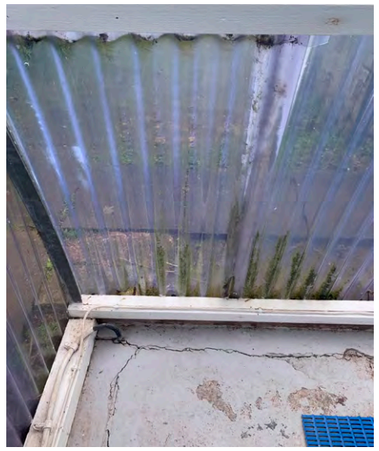
M&E - Swimming Pool
The services contained within the pool building effectively relate to the generation of hot water for the pool and an element of water conditioning/ filtration. These services generally appeared in reasonable condition; however, a major overhaul would be required to bring this building up to a good standard, this would include new general and emergency lighting, new space heating and the provision of mechanical ventilation.

Asbestos cement sheet roof to hall and classrooms to the front of the site

Existing hall ceiling which is subject to leaks and requires remedial works



Example of the existing electric heaters - existing system identified as requiring replacement



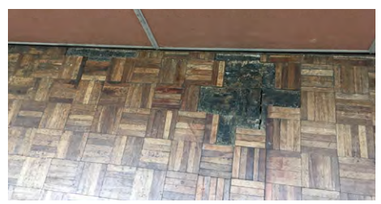
Poor condition swimming pool poly tunnel roof and concrete slab

Example of the existing lighting installation- highlighted for replacement

Poor condition of ramp to temporary classroom

Ceiling tiles- require replacement

Severe water damage above staircase



Lifting parquet hall flooring

3.0 School Observations

Introduction

Observations were carried out of all classrooms over the course of a school day to review the condition and quality of the spaces as well as how classrooms were used and the issues encountered by staff and pupils in use of the space.

Reception / Year 1

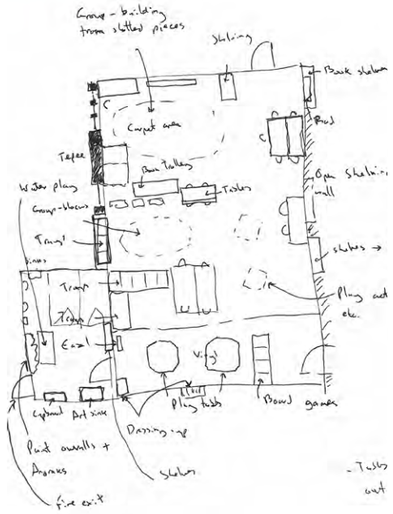
The classroom is within the original school building. The space is split into zones using furniture. The class congregated on the carpet and subsequently split into groups.

The space is not suitable for all activities so art/water play happens in the lobby of the reception toilets. The cloakroom was used for small group teaching.

Daylighting and outlook are very poor due to small high-level windows pupils can't see out of.

Having a good connection to an outdoor space was noted as important by the teacher to maximise outdoor learning where possible. Access to the playground is currently through the WC lobby so does not allow supervision of groups working inside and outside concurrently so limits use of the outdoor learning space.

Pupils access low-level storage themselves. Teaching storage is mostly open shelving to walls, so makes the space appear messy.



Area	50.3m² - Too small
Daylighting	Poor, small windows and high level window partially obscured by false ceiling
Artificial lighting	Fair, sufficient but unattractive strip lighting
Acoustics	Fair, suspended ceiling -3 groups working separately without too much echo
Aspect	Poor- small windows and too high for pupils to see out of
Thermal Control	Fair, due to small windows and WCs acting as a buffer to outside
Ventilation	Poor, No fresh air ventilation when WC door is closed
Fabric	Fair, Inside of classroom in reasonable condition. WCs need refurbishment
Suitability	Not suitable for many activities- WCs and cloakroom used for teaching

Classroom divided into zones

WCs and art space

Open storage in classroom

'Messy' play area

Year 1 / Year 2

The classroom is within the 1970s extension and adjoins the north-east side of the original school building.

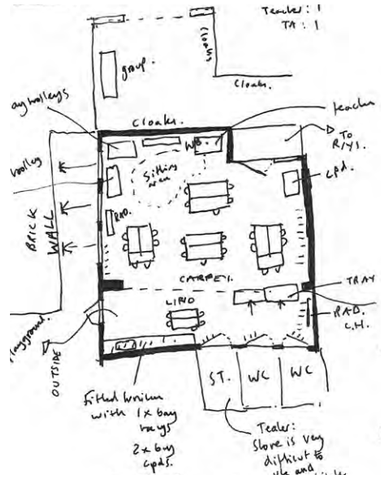
During the observations, the pupils were seated both on the carpeted floor at the front, gathered around the interactive whiteboard, and later at desks for worksheet and creative tasks. The space is cramped, and the tables had to be pushed further back in the space to give room on the carpet. This resulted in the loss of the 'messy' art table that was on the washable lino floor.

There are two unisex WCs for use by the pupils, but the sinks are adult height and they cause a lot of congestion at the beginning and end of teaching sessions.

The class has extremely poor daylighting and outlook at the north facing windows look onto a brick wall only a few metres away.

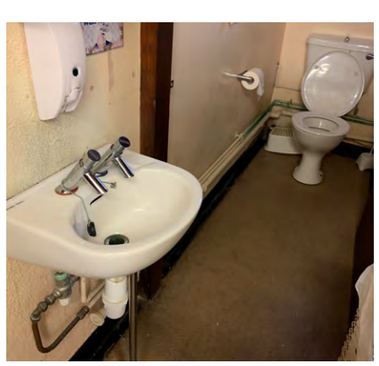
There is very poor access to outside space, with teacher supervision difficult to manage. There is limited access to 1-to-1 spaces to work with pupils with specific learning needs.

A bottleneck occurs at the entrance to the R/Y1 and Y1/Y2 classrooms as circulation is via the cloakroom that gets congested throughout the day.



Area	49.6m² - Too small
Daylighting	Very poor, all windows north facing on to brick wall within a few metres
Artificial lighting	Very poor, low ceiling leading to glare from strip lights
Acoustics	OK, suspended acoustic ceiling
Aspect	Very poor, view directly onto brick wall
Thermal Control	Very poor, overheats regularly
Ventilation	Very poor, windows to one side. No cross-ventilation possible
Fabric	Poor, requires attention. WC's not fit for purpose
Suitability	Too small, poor access to playground, cramped entrance to classroom through shared cloakroom, poor storage

WC's located to rear corner of room, tables extended beyond carpet area due to insufficient space



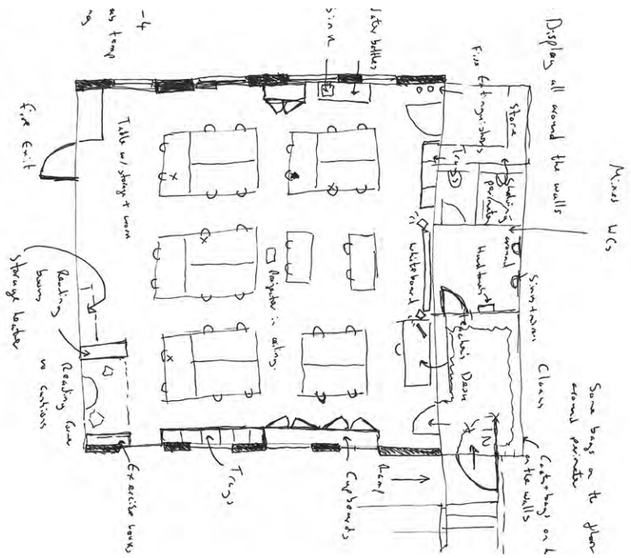
WC's are adult size, and not appropriate for Y1/Y2 pupils

Limited space for carpet time, with glare from artificial lights on whiteboard

Year 3 / Year 4

The classroom is within a temporary stand-alone building. A class of 27 pupils were seated around tables in groups of between 2-6. The space felt cramped with tables laid out closely back-to back. There was no room for a carpet area so tables have to be moved to create one which takes time away from learning. Moving around the desks was congested, particularly during wet playtime with board games.

The store room was full with teaching materials, so workbooks were stacked on top of furniture around the perimeter of the room. The cloakroom was also very cramped, with several school bags on the floor due to insufficient pegs. Thermal control is poor due to the pre-fabricated temporary construction of the building.



Area	48.1m² - Too small
Daylighting	Good, dual aspect with large windows to both sides
Artificial lighting	Light levels sufficient but low ceiling causes glare from strip lights
Acoustics	Fair, as relatively small classroom with carpet
Aspect	Fair, double-aspect with views out to playground but obscured by nursery
Thermal Control	Poor, temporary pre-fab construction.
Ventilation	Good, large open-able windows allow cross-vent
Fabric	Fair, the classroom itself was in a reasonable condition but the building itself if not fit for purpose
Suitability	Too small, with insufficient storage and poor thermal control

Cloaks split between temporary classroom lobby and main school building

Limited circulation space between the closely packed desks

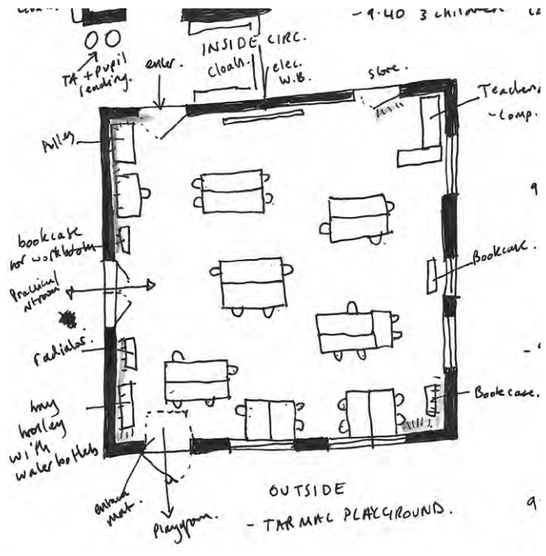
Year 4 / Year 5 - Beech Class

The pupils are seated at desks throughout the class, with a teacher reading from the front of the room, using the interactive whiteboard, and then moving around the class during worksheet exercises.

Several pupils were taken from the class to work with a teaching assistant (TA), some sitting in the corridor for 1-to-1 reading.

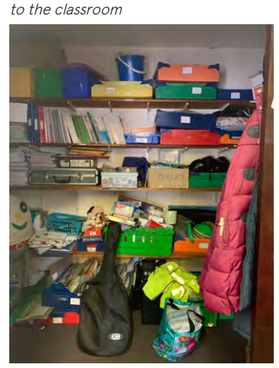
The class is cramped and circulation between the tables for staff and pupils is poor.

There is access to the practical room adjoining the space, and a door giving direct access to the playground.



Area	42.6m² - Too small
Daylighting	Good, windows to north-east and north-west elevations
Artificial lighting	OK, strip lights to complement daylighting
Acoustics	OK, suspended acoustic ceiling
Aspect	OK, to playing field to north-east and temp classroom to north-west
Thermal Control	OK, overheats but plenty of windows to open
Ventilation	Good, if windows are opened
Fabric	OK, new windows, doors and decorating would be beneficial
Suitability	Too small, cramped table arrangement. Good access to playground

Cloaks storage in the corridor adjacent to the classroom



Store room directly off the classroom

Pupils seated at desks with a focus on the interactive whiteboard

Practical room accessed from the main corridor and both the Y4/Y5 and Y6 classrooms

3.1 School Observations

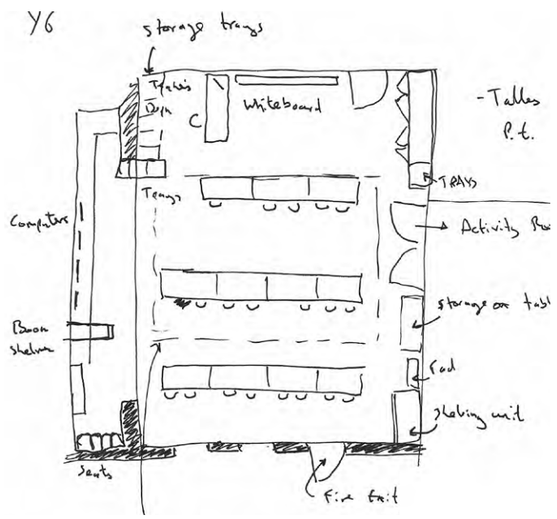
Year 6 - Oak Class

The classroom is within the 1980s/90s part of the school building, with windows looking out onto the playground.

A recess with computers and a reading area runs along one side of the classroom and the other connects to the activity room. The room was laid out with desks in rows facing the whiteboard. There was not much closed storage, so a lot of storage spilled over in boxes and piles around the perimeter of the room.

The class was timetabled for PE but due to the weather and the hall in use by others, PE was carried out in the classroom. As there was no clear carpet area, tables had to be moved to provide space for PE.

The room was poorly day-lit, made worse due to sun tunnels being covered to black-out for the smart board projector.



Area	52.8m² - Too small
Daylighting	Poor- due to deep plan with windows on one side only and covered sun tunnels
Artificial lighting	Fair, light levels sufficient but low ceiling causes glare from strip lights
Acoustics	Fair, as relatively small classroom with carpet
Aspect	Good, looking out onto the playground
Thermal Control	Fair, only one external wall, windows can be opened to prevent overheating in summer
Ventilation	Fair, large, opening windows to rear of classroom
Fabric	Fair condition internally
Suitability	Too small, with no carpet area and insufficient closed storage.

PE class in classroom

Reading area

Storage around room perimeter

Windows looking onto rear playground

Hall

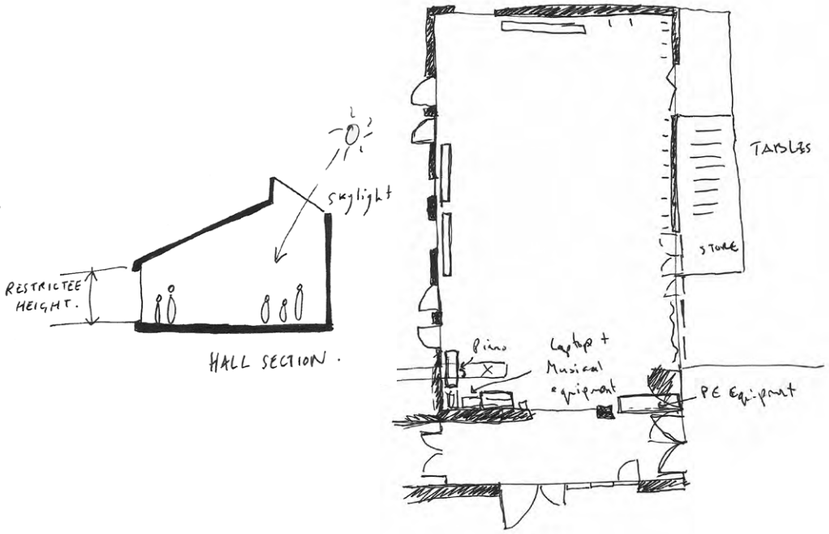
The hall is within the 1970s part of the building and is open to the main corridor.

The space is used for music, PE and lunch for all pupils daily.

A large store houses the fold down lunch tables for the adjacent servery, that opens to the hall via sliding, folding doors.

There is a PE store off the corridor, housing large items, but much of the PE equipment is stored in a shed located in the rear playground and brought in on trolleys. The space is not suitable for PE and other activites due to the steeply sloping ceiling.

The acoustics are very poor with a lot of reverberation, making the space noisy.



Area	198m² - Good
Daylighting	Good, glazed facade onto playground side and high level windows
Artificial lighting	Good, well-lit space with recessed ceiling lights
Acoustics	Poor, with a lot of reverberation- very noisy at lunchtime
Aspect	Poor, several windows, but looking out onto the access ramp to reception.
Thermal Control	Poor, cold and under-heated space
Ventilation	Fair, large, opening windows and open to corridor
Fabric	Poor, roof leaking and in need of refurbishment externally
Suitability	Good floor area but low ceiling limits type of activities possible.

Lunchtime

Reception/Year 1 PE

Hall servery

Hall PE Equipment with doors to table store

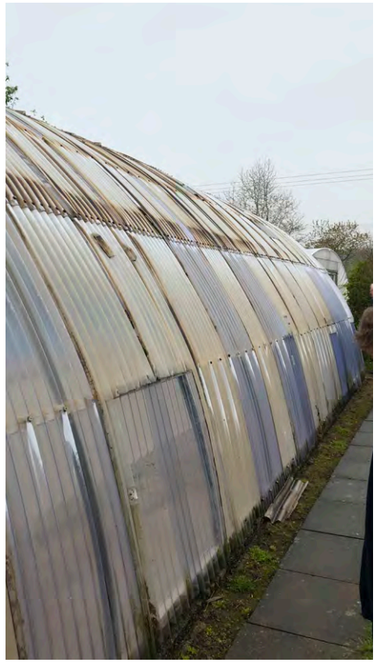
Swimming Pool

The swimming pool is raised above the ground, enclosed under a poly-tunnel with a shed-type structure at one end that provides changing facilities. The swimming pool is a great asset to the school and is used frequently, however the covering is in poor condition, no longer water tight, and the changing facilities are small with minimal WC provision.

Due to the greenhouse-nature of the building, it gets very cold in the winter, and very hot when the sun is out.

The condition survey has highlighted the concrete floor as requiring attention. See condition survey for detailed analysis of existing condition.

Cracked concrete floor to the swimming pool, with algae growth on the polytunnel roof.



Exterior of Swimming Pool Polytunnel roof

Interior of Swimming Pool Polytunnel roof

Shared / Circulation Spaces

There are several areas of the school that have been adopted as break out teaching spaces.

The entrance hall to the front of the school, adjoining the hall, is used from group teaching for around 6 pupils throughout the day. The pupils sit on the floor, which is cold and draughty, and small whiteboard has been fixed to the wall. Interruptions are frequent, as there is little separation from the hall where P.E is being taught.

Two classrooms at the front of the school site, 'The Den' and the 'Learning Lab', are used for groups of 8-16 pupils for phonics, spelling etc. The Den is arranged in a formal layout with desks facing the teacher at the front. The Learning Lab is arranged as a U-shape allowing group learning.

A small desk in the staff room is used for 1-to-1 teaching throughout the day. This is accessed through the Reception/Y1 classroom. 1-to-1 teaching is also carried out in the corridors throughout the school with two chairs and no desk.

Entrance space used for teaching small groups.

Corridor used for 1-to-1 teaching sessions.

Library space used for 1-to-1 teaching, but suffering from damp.

3.2 School Observations

Rear Playground

The hard-surfaced playground to the side and rear of the school is approx. 820sq.m.

At lunchtime, the playground is accessed by pupils through the main school entrance. Pupils are usually allowed to play on the hard-surfaced area in light rain. There is no covered play space so pupils cannot play outside during heavy rain. During the visit, pupils sheltered under the bike/scooter store from the rain.

There are 2 basketball hoops in the playground and sports courts marked-out on the tarmac. The playground is utilised for PE lessons, weather permitting, as the hall does not allow many team sports and ball games due to restricted ceiling height.

Several sheds have been set up around the playground to house sports, play, gardening and teaching equipment.

Pupils using bike/scooter store to shelter from the rain

Playing Field

When dry during the summer months, pupils are allowed to play in the playing field. The field is also used for PE and sports seasonally and weather-permitting. Power cables running above the field limit its use for some activities however.

There is a campfire/forest school area to the far north-west end of the playing field. Staff noted that free play in the field and climbing trees is extremely popular with the pupils, and the playing field and retaining this type of play is important to the school.

There is a fenced-off wild habitat/ecology area with a pond to the south-east end of the playing field.

Pond and 'habitat area'

Tarmac playground

Pupils going inside after lunchtime, showing storage sheds behind

'Forest school' campfire area

Playing field, looking north-west

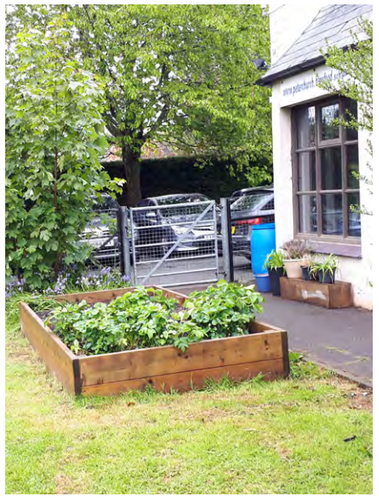
Greenhouses & Growing

Polytunnel Greenhouse
A lightweight temporary polytunnel greenhouse is set up to the south-west side of the playing field, behind the nursery building, where fruit and vegetables are cultivated.

Planting beds
There are several planting beds in a fenced-off area to the south-east end of the playing field.

Herb garden
Small planting beds and pots in the Reception/Year 1 garden grow herbs and form part of a mud kitchen.

A connection to and engagement with nature was noted as an important school value by school staff.



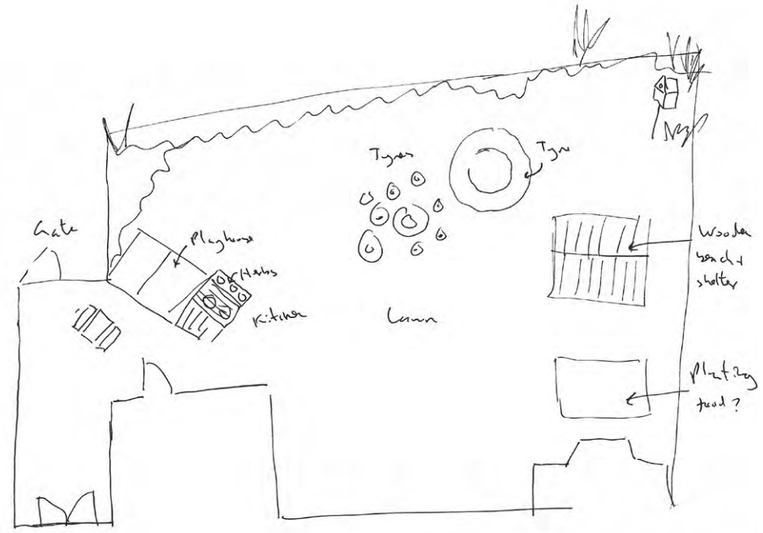
Small-scale herb garden and growing in the Reception/Year 1 garden

Reception External Area

The Reception/Year 1 garden is at the front of the old schoolhouse building, accessed through the Reception/Year 1 classroom WCs. It was not in use at the time of the observation visit due to wet weather, but the teaching staff noted that this is an important learning space for Reception and Year 1 pupils, and lessons are held outdoors whenever possible.

The existing playground has a very low fence which presents a significant safeguarding issue, meaning close supervision is required at all times, preventing its use at play times.

Staff also noted that the current poor connection arrangement through the WCs limits its use as there is no direct connection to the classroom, so supervision of groups working inside and outside concurrently is not possible.



Polytunnel greenhouse in playing field

Planting beds to south-east of playing field

Reception/Year 1 playground

3.3 Staff Workshop: Problems

Presentation and Key Issues

Hayhurst and Co carried out a presentation and workshop with staff at the school. The purpose of the workshop was to estabilish how staff felt about the existing teaching environment and to understand what the schools educational objectives would be for a new teaching environment.

A short presentation to staff showed different classroom environments from around the world and included questions and ideas about Peterchurch.
The workshop focused on two key issues presented to teaching staff:

1. The existing problems in the teaching environment.

2. The opportunities the development could bring to how teachers want to teach.

Teachers, senior staff, teaching assistants and administration staff contributed to the workshop and provided valuable insight into the current constraints and future opportunities that affect their teaching and are summarised in this chapter.

Staff Presentation

Task #1: Problems? *Thinking about the space that you were teaching or working in today, describe three **problems** with your existing teaching environments.*

Internal Teaching Areas

1. Teaching spaces are small and cramped: difficult to move around furniture. Not enough floor space to allow carpet areas.

2. Poor circulation means spaces used as thoroughfares e.g. Reception class to staff room.

3. Lack of separate activity/art and craft space, meaning other inappropriate spaces are used (e.g. Reception toilets).

4. Toilets and sinks are not age appropriate for younger pupils.

5. Lack of windows and natural light creates dark teaching spaces. 'Dreary' decor makes spaces feel even darker.

6. Not enough group spaces.

7. Outdoor learning is important but currently the garden is only appropriate for younger pupils.

8. Thermal control is poor in many spaces with over/under-heating issues.

9. Poor views out in some classrooms as windows are too high.

10. Projectors not bright enough to see board without closing blinds, so teaching is done in poor light.

11. A lack of 'free-flow' between teaching spaces: not currently possible for pupils to go in and out whilst seen by staff.

Other spaces

1. Medical room is too small and does not have a pupils toilet.

2. No quiet area for admin staff to work productivity.

3. No visibility of main entrance for reception staff to view people going in/ out.

4. Swimming pool condition is deteriorating and the space has poor thermal control so can't be used in winter. WCs are inadequate.

5. No spaces for 1-to-1 teaching or other specialised activities, so other spaces must be used e.g. library, corridors, cloakrooms and staffroom etc.

6. Library is cold, damp and dark with poor natural lighting.

Storage

1. Lack of storage generally, and store rooms off classrooms are not suitable for quick access.

2. Storage is therefore often visible, makes the room cluttered and obstructs circulation.

3. Storage not often age appropriate for pupils to access resources.

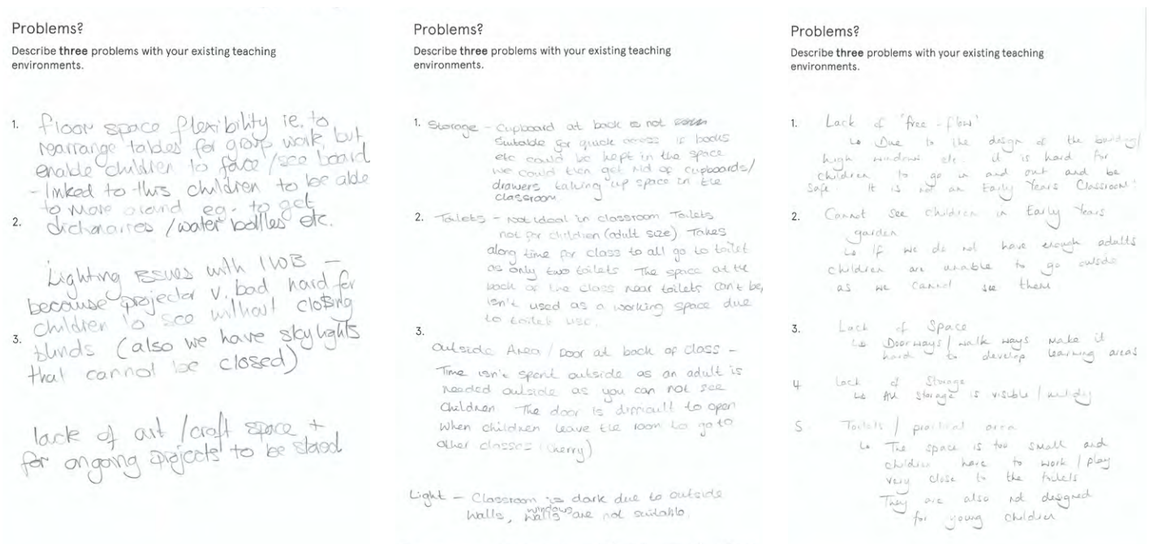
4. Cloakrooms are too small and hooks are too close and so coats and bags fall on the floor.

5. Roof leaks in several areas in the school.

External Areas

1. Teachers cannot see pupils in the early years garden, so they are unable to use it unless there are extra staff to oversee both spaces.

2. The connection between classrooms and outside spaces and playground are poor, preventing inside-outside fluid learning and use of inside & outside spaces concurrently.



Staff Responses

3.4 Existing Building Suitability Summary

Key Teaching Spaces- Quality Assessment

Following our assessment of the space standards, condition survey, observations and workshop with staff we have identified the key issues as follows;

1. All classrooms are undersized, this restricts the type of teaching and learning and leads to time in the school day is spent re-arranging furniture which takes away from teaching time.

2. There are insufficient group rooms and one-to-one teaching spaces, meaning inappropriate spaces such as lobbies and the staff room are used.

3. Storage is inefficient and insufficient due to the undersized classrooms, meaning little or no storage is possible within classrooms.

4. Poor daylighting and outlook impacts heavily on the quality of teaching spaces: Library, Reception and Y1 spaces are poorly lit whilst glare in the Y3-Y6 spaces often leads to windows having to be covered.

5. Poor circulation means spaces such as Reception/Y1 are frequently used as thoroughfares and routes between spaces often require going outside.

6. Several teaching spaces have poor thermal control, in particular, temporary classrooms suffer from extreme over and under-heating.

7. Connections between classrooms and outside spaces are poor and therefore under-used.

8. Many areas of the buildings are in a poor state of repair, with issues with damp and roof leaks in several areas.

9. The existing building services are not fit for purpose; heating is insufficient and artificial lighting is in poor condition.

Nursery (Separate Provider):

+	–
-Good size -Good outlook to field -Good daylighting	-Very poor thermal control -Very poor condition building fabric -Poor positioning- access is through the school playground

Y3/Y4 Classroom:

+	–
-Good daylighting -Good outlook -Good connection to playground	-Very undersized -Insufficient storage -Insufficient cloakroom -Very poor thermal control -Poor artificial lighting -Poor build quality

Y1/Y2 Classroom:

+	–
	-Very undersized -Very poor outlook -Very poor daylighting -Insufficient storage -Poor thermal control -Poor ventilation -Poor connection to outdoor space. -Unsuitable WCs

R/Y1 Classroom:

+	–
-OK quality building -Valued in heritage terms locally	-Undersized -Poor daylighting -Poor outlook -Poor connection to playground -Insufficient storage -Insufficient no. of WCs

Playground:

+	–
-Generous playing field -Mix of hard and soft landscaping and planting	-Wasted space between temporary buildings -No covered play

Y4/Y5 Classroom:

+	–
-Good outlook -Good connection to playground -Good daylighting -Good Ventilation	-Very undersized -Insufficient storage

Y6 Classroom:

+	–
-Good outlook -Good connection to playground	-Undersized -Poor daylighting -Insufficient storage

Hall:

+	–
-Good daylighting -Good size -Fair connection to playground	-Low ceiling limits use -Very poor condition of building fabric with leaking asbestos roof, fascias and floors -Poor acoustics

Key

Poor Quality
Space unsuitable for purpose

Adequate
Space suitable for purpose but not ideal

Good Quality
Positive space suitable for purpose with good educational and envirmental conditions

4.0 Staff Workshop: Opportunities

Task #2: Opportunities? *Describe three opportunities that you think this development might bring to how you teach.*

Internal Teaching Areas

1. Larger circulation spaces outside classrooms could accommodate group work areas.

2. Open-plan spaces to allow flexible group/1-to-1 spaces and integrated class learning.

3. Bring the outdoors indoors- encourage interaction with and learning about the natural world in lessons.

4. Opportunity and space for 1-to-1 and group work within/connected to classroom to ensure pupils always feel part of the class.

5. Possibility to create zones within classrooms.

6. Classrooms of year groups close in age also close in proximity with areas to bring split year groups together and enable cross-year teaching.

Other Spaces

1. Staff room and first aid room close to office to enable easy communication between.

2. Good overlooking/ security surveillance of office to entrance.

3. Good telecommunications & connections across school.

4. Pool to be open all year round.

5. Some small, private spaces without distraction for 1-to-1 teaching that pupils can take ownership of.

Storage

1. More integrated storage at adult and child heights to enable pupils to use storage too.

2. More concealed & tidier storage.

External Areas

1. More outdoor learning spaces.

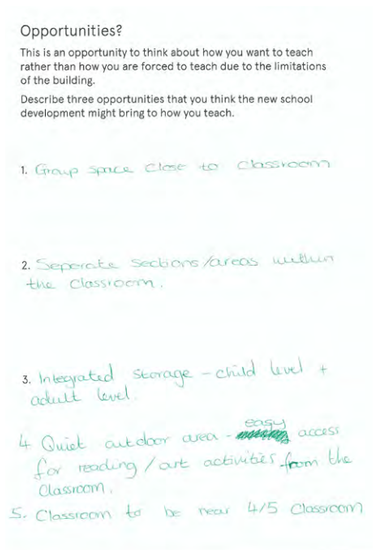
2. Easy access to outdoor learning spaces from classrooms.

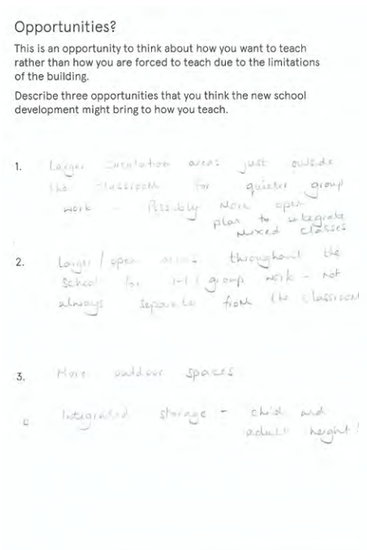
3. Free flow to outdoor learning spaces, but with easy supervision from staff inside classroom.

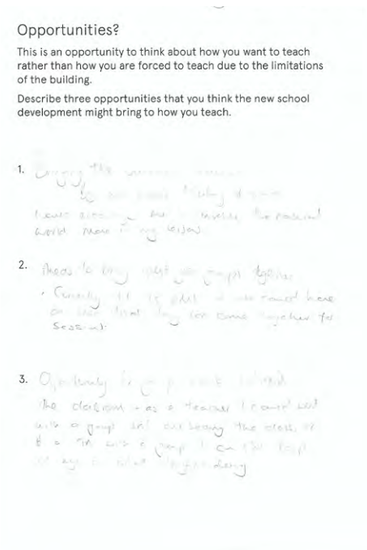
4. 'Mile' path for pupils to have learning breaks.

5. Covered outdoor space for 1-to-1 and group work.

Workshop

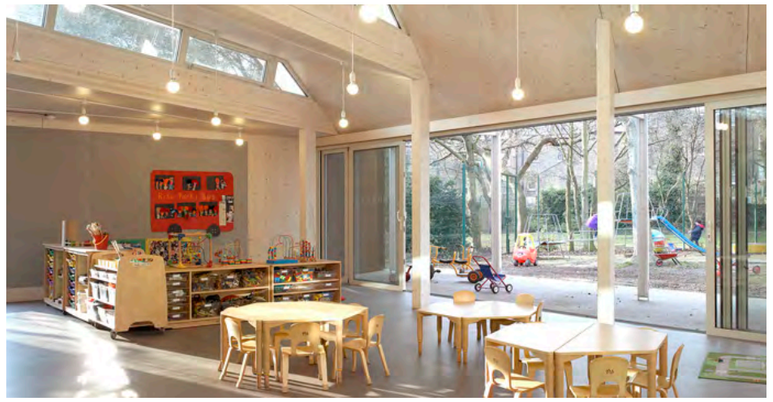






Staff Responses

Precedent Teaching Spaces

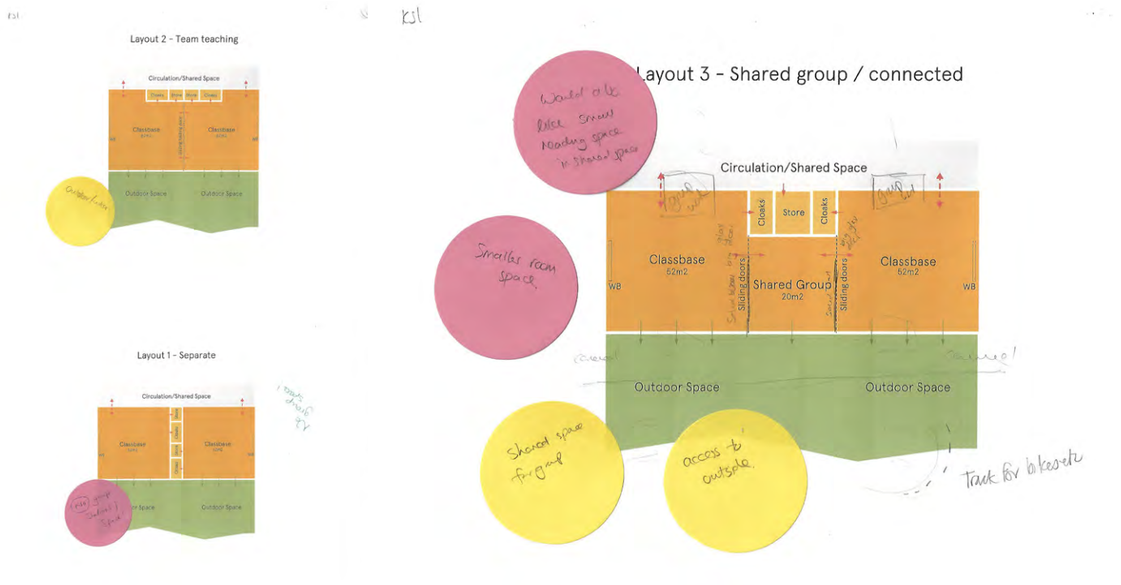


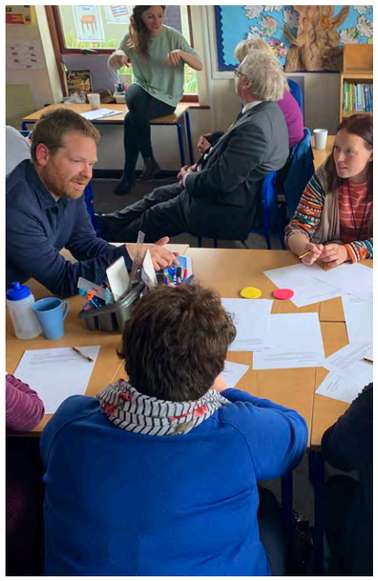
Task #3: Typical Layouts

A number of 'typical' classroom layouts were presented to the staff. Each layout showed different relationships between classrooms, group rooms, storage, shared teaching spaces and external areas.

In groups, staff were asked to provide positive and negative comments on each plan to generate conversation about teaching methods and how they would like their teaching spaces to function.

Key positive and negative comments on the plans are summarised opposite.





Workshop on Typical Classroom Layouts

Typical Layouts with feedback from staff

Task 3: Key Positive/Negative Comments

Qualities of a Positive Learning Environment

1. Good outdoor/indoor connection with direct access to outdoor spaces from learning spaces with good aspect.

2. Good circulation and connections to other classrooms and the rest of the school.

3. Group rooms connected to the classrooms and circulation.

4. Separate outdoor learning spaces.

5. Flexibility in layout and use of classrooms e.g. opportunities to open up classrooms to each other for cross-year teaching.

6. Shared group space to allow flexibility and cross-year teaching.

7. Separate outdoor learning spaces away from classroom.

Qualities of a Negative Learning Environment

1. Group rooms disconnected and not visible from classroom.

2. Storage accessed from outside of the classroom.

3. Classroom area smaller than 60 m².

4. Completely separate classrooms with no opportunity to connect without shared space.

5. Group space with views out on all sides could be distracting for some younger pupils.

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4.1 Constraints and Opportunities

Expansion Constraints & Opportunities

Through an assessment of the constraints and conditions of the existing site, a number of potential opportunities for expansion/development havebeen identified, these are summarised below.

Constraints

A. The playing field, forest areas and space for cultivation/gardening are important to the school and should be retained/ replaced in the new development.

B. The existing swimming pool is an important asset to the school and local community, and will need to be retained in its existing location and re-roofed.

C. The existing parking and drop-off arrangement is insufficient, congested and presents a pedestrian safety issue for the school, as well as a public highways issue. Development to the front of the school would therefore be problematic. Reduction of congestion, prevention of traffic backing-up onto the main road and separation of pedestrians from traffic need to be addressed.

D. Overhead power cables over the playing field limit use of the field and would need to be re-routed below ground if the area below is to be developed, allowing a minimum 8m buffer around the perimeter of the site.

E. The school is close to the B4348. This presents potential air quality, road noise and safeguarding issues. Learning and play spaces should therefore be located away from the road.

F. The existing site slopes upwards away from the road to the rear of the site. Accessible, step-free access should be maintained across the school site.

G. Potential new housing development on surrounding land may increase the school's intake . Access will need to be retained to the rear of the site for maintenance access. as well as potential future 1FE expansion works.

Expansion Opportunities

1. The development presents an opportunity to demolish the existing poor-quality temporary structures- to be replaced with good quality permanent construction.

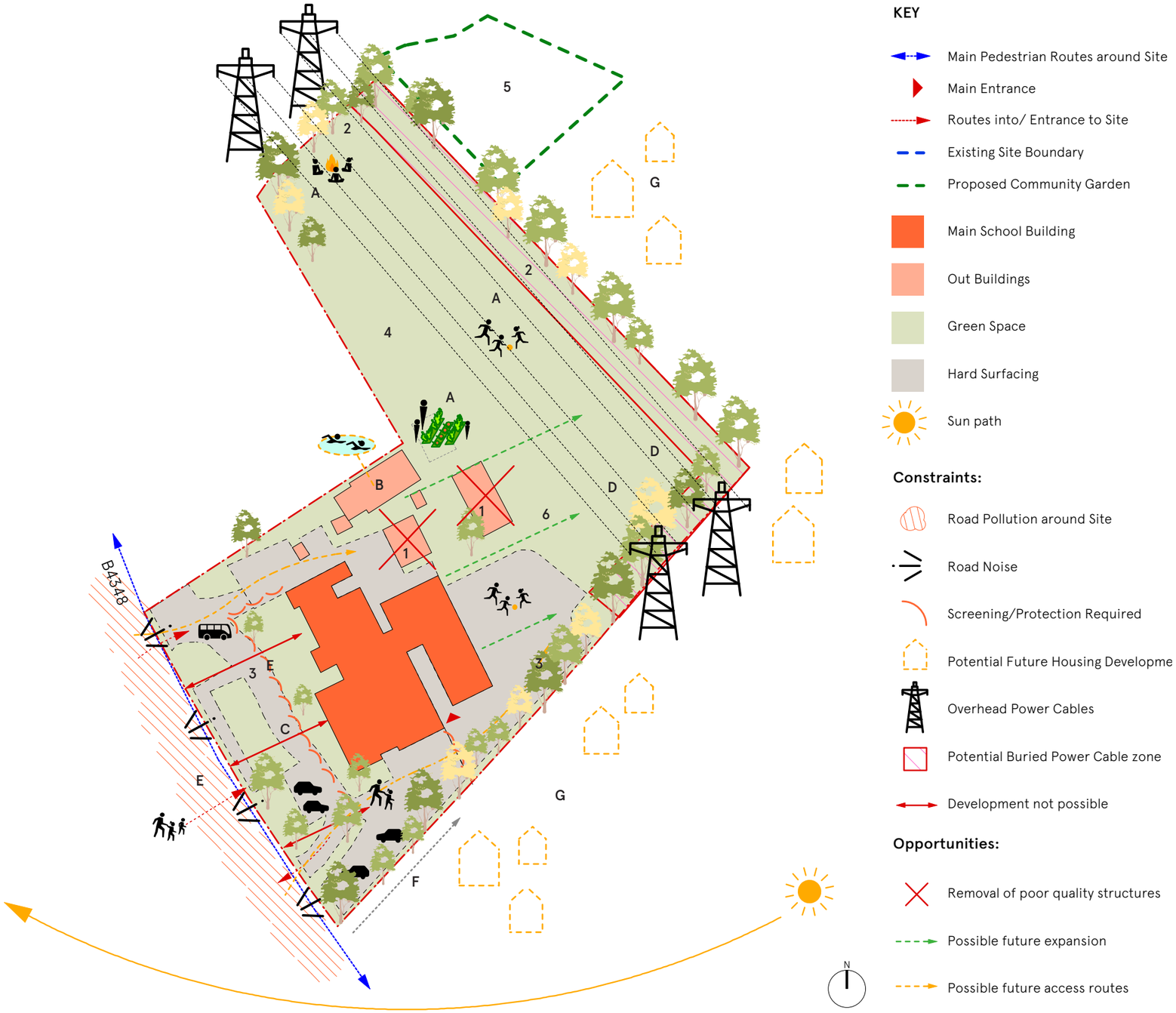
2. The site is bordered with trees and hedgerows, creating pleasant outlooks towards north-east to south-east boundaries.

3. Current traffic issues could be addressed if more space is created to the front of the site.

4. A large open site area would enable the installation of renewable technologies such as ground source heat pumps (GSHP) and photovolatics (PV).

5. Potential new playing field through S106 if housing development goes ahead.

6. Expansion/relocation would be possible to the rear of the existing school, alleviating traffic/parking issues to the front,whilst still retaining a well-sized playground and playing field.



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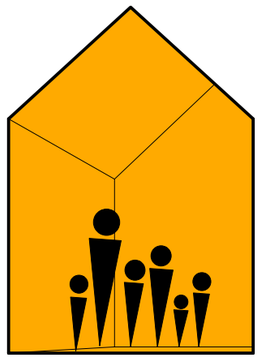
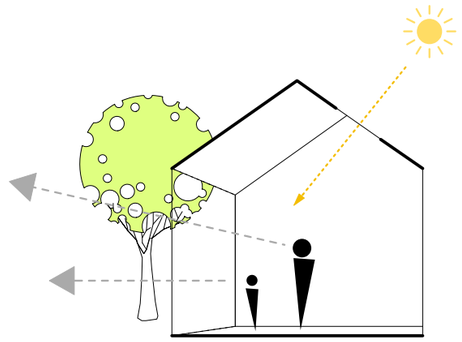
4.2 Manifesto

Peterchurch Primary School's Key Values

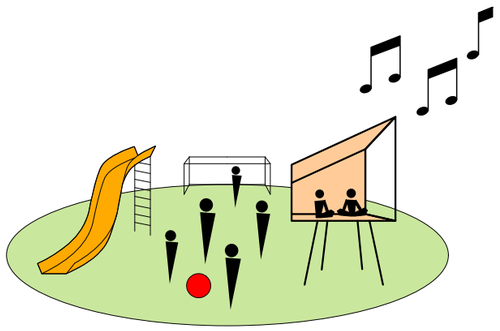
Following consultation with the school community and Herefordshire Council a 'manifesto' for the school has been developed. These points summarise the most important 'key values' and aspirations for the new school. This forms a key part of the brief for design of all three strategies.



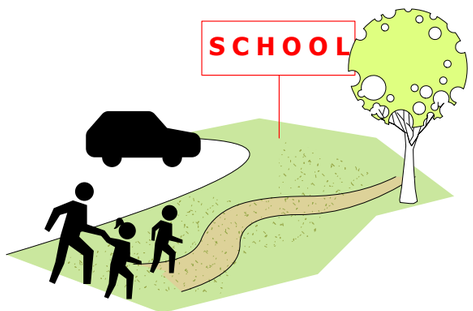
School Family
An inclusive sense of belonging and ownership of the school and mutual care between pupils, learning together across year groups.



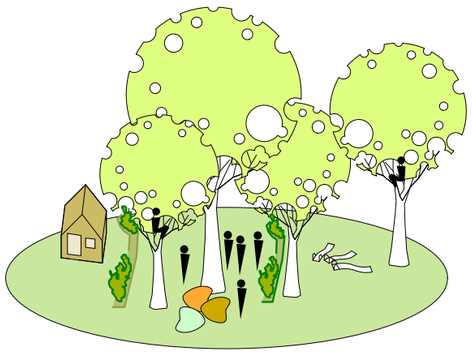
Well-being
The school should be an inspiring, engaging learning environment for all ages.



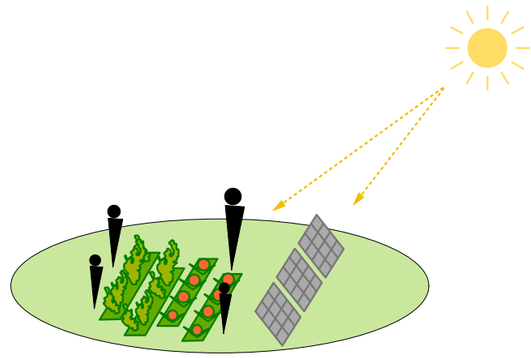
Holistic Education
Music, sport, cooking and the arts alongside academic learning, contributing to a rich and well-rounded education.



Safety
Pupils should feel safe and secure accessing their school environment.



Nature
A connection to and engagement with nature and outdoor space, cultivation and growing.



Sustainability
Social and environmental sustainability and self-sufficiency.

5.0 Strategies Overview

The three strategies presented in this report are based on three different approaches to the site and existing school.

Area Note: The site areas of the existing school and strategy 1 broadly meet the areas recommended in BB103. In addressing the safeguarding issues related to the drop-off and pick-up of pupils, the non-net area for strategies 2 and 3 is increased and therefore the external pupil areas reduced.

Please note, if the housing development adjacent to the site is realised, the school could benefit from an additional parcel of land to the rear of the site as part of the Section 106 agreement.

Strategy 1
Renew and Repair

This strategy takes the lightest touch approach possible, retaining as much of the existing school as possible whilst providing 5 adequate classrooms:

Key Points
1. The poorest quality spaces (Nursery, Y1/2 and Y3/4 classrooms) are demolished.

2. The remaining existing buildings are repaired and refurbished.

3. An extension is constructed to provide 2 new classrooms facing the playing field and ancillary teaching and admin spaces.

4. Existing traffic issues are addressed as far as is possible without demolition of the schoolhouse and hall buildings.

5. 1FE expansion is through renovation and minor extension of the existing classrooms to the front of the school.

Strategy 2
Remodel and Extend

This strategy provides 5 good quality classrooms and new hall, retaining the better condition parts of the existing school only:

Key Points
1. The old schoolhouse and 1980s block are reconfigured and refurbished.

2. All other buildings are demolished.

3. A new extension is constructed housing the hall, an additional classroom and ancillary teaching and admin spaces.

4. Additional parking and improved drop-off and pedestrian access is provided to the front of the site.

5, 2 additional classrooms can be added to the south-east of the school if 1FE expansion is required.

Strategy 3
Rebuild

This strategy demolishes the existing school in its entirety and builds a new school to the rear of the site:

Key Points
1. The existing school is demolished, retaining only the swimming pool.

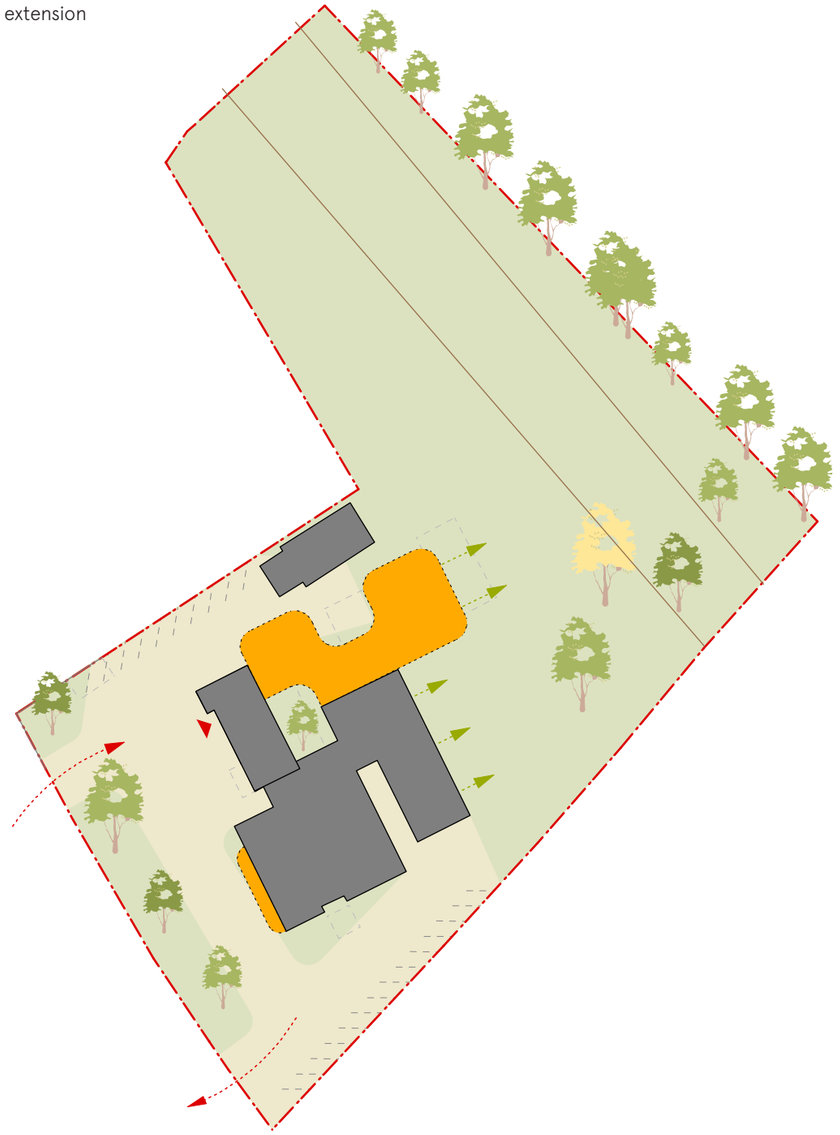
2. A new school building is constructed to the rear of the site, creating 2 connected playground areas to the front and north-east of the new building.

3. Additional parking, drop-off areas and a wide pedestrian entrance route are provided to the front of the site to alleviate traffic and pedestrian safety issues.

4. 2 additional classrooms can be created to the south of the school if 1FE expansion is required.

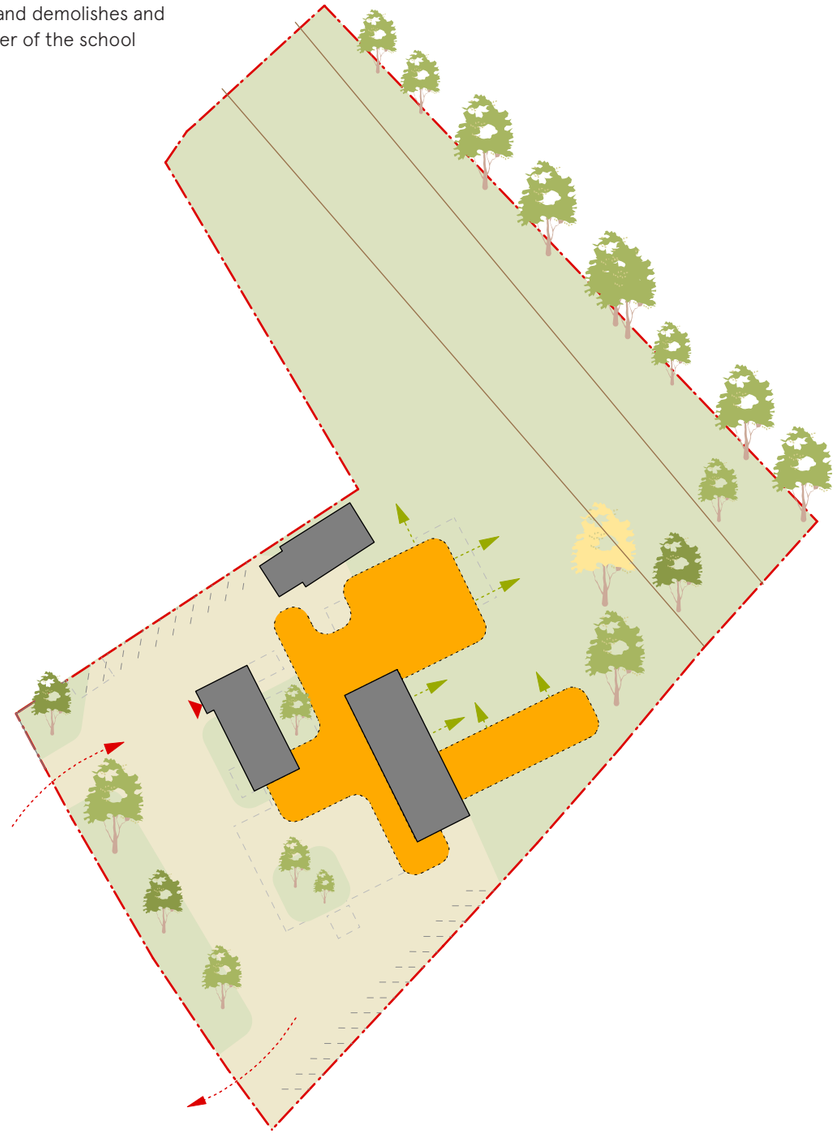
Strategy 1: Renew and Repair

Retains as much of the existing school as possible, with minimal extension



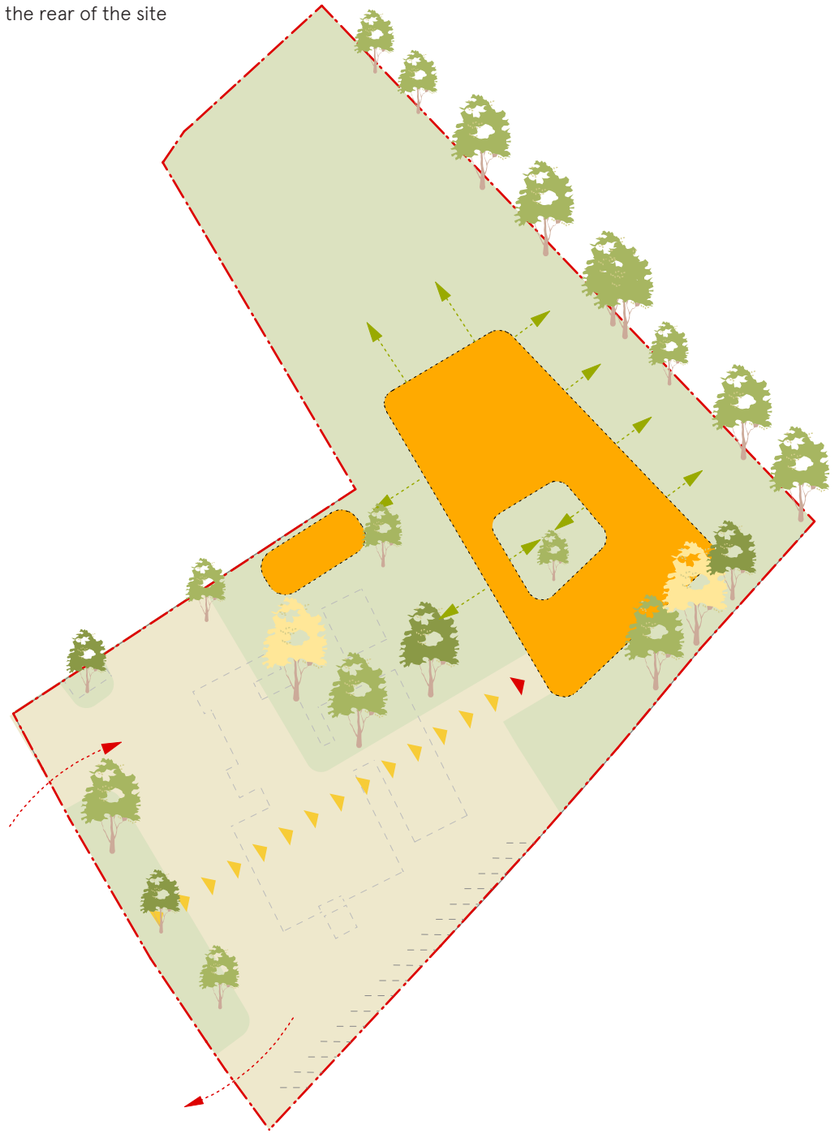
Strategy 2: Remodel and Extend

Retains and refurbishes the schoolhouse and rear 1980s block and demolishes and re-builds the remainder of the school



Strategy 3: Rebuild

Demolishes the entire school with a new school constructed to the rear of the site



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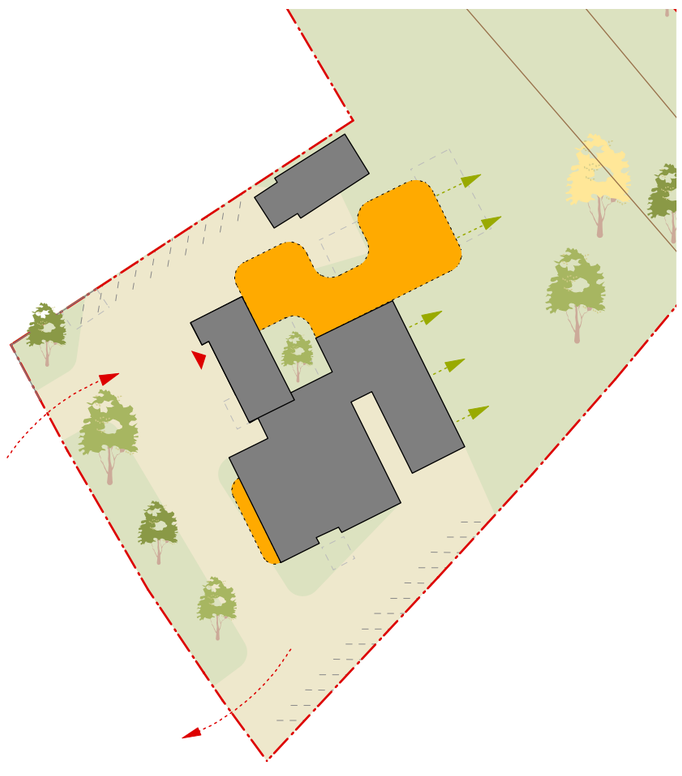
Strategy 1, Renew and Repair



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6.1 Strategy 1: Constraints & Opportunities

Key Site Constraints & Strategy

The strategy to renew the existing school buildings proposes to demolish the poorest quality teaching spaces and repair, refurbish and extend remaining structures and spaces.

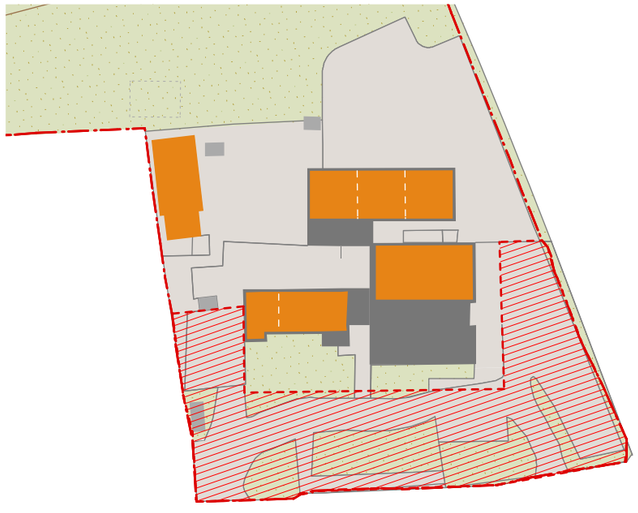
Extension to the front of the site is limited to avoid worsening of existing highways and pedestrian safety issues.

Key

- Construction not possible
- Potential site area for new building
- Renew
- Extend
- Demolition

1. Demolish
Demolition of the poorest quality spaces.

2. Renew
Refurbishment to improve remaining teaching spaces with positive outlook.



3. Traffic Limitations
No extension possible to front of site to avoid making current traffic and pedestrian safety issues worse.

4. Extend
Extension to rear of school building to provide further classrooms and connect the building together.

5. Expansion to 1FE
Internal remodelling and minimal extension to create 2 additional classrooms to the front of the building.

6.2 Strategy 1: Renew and Repair

Renew & Repair Strategy

Strategy 1 shows how it might be possible to improve the existing school buildings to meet Herefordshire's brief.

This option proposes demolition of only the worst quality spaces (the nursery, Y3/4 temporary classroom and Y1/2 classroom) and retains and renovates the rest of the existing building.

As the majority of the existing teaching spaces are under-sized, some extension would still be necessary in order to provide sufficient floor area for the required spaces.

Primary Teaching Space
Within existing, refurbished space

Ancillary Spaces
Within existing, refurbished space

Circulation
Within existing, refurbished space

Existing walls

Primary Teaching Space
New-build

Ancillary Spaces
New-build

Circulation
New-build

1. Retains as much of the existing school buildings as possible while still providing adequate classroom areas.

2. Direct access to outdoor spaces for all classrooms.

3. Play spaces are made more efficient and a wider variety of play environments provided.

1. Disruption to school during construction, requiring classes to move spaces between phases.

2. Two temporary classrooms will be required to facilitate phasing of works.

3. Limitations of the existing building mean renovated and retained spaces are not as well-suited to their use as new classrooms in terms of floor area and design quality.

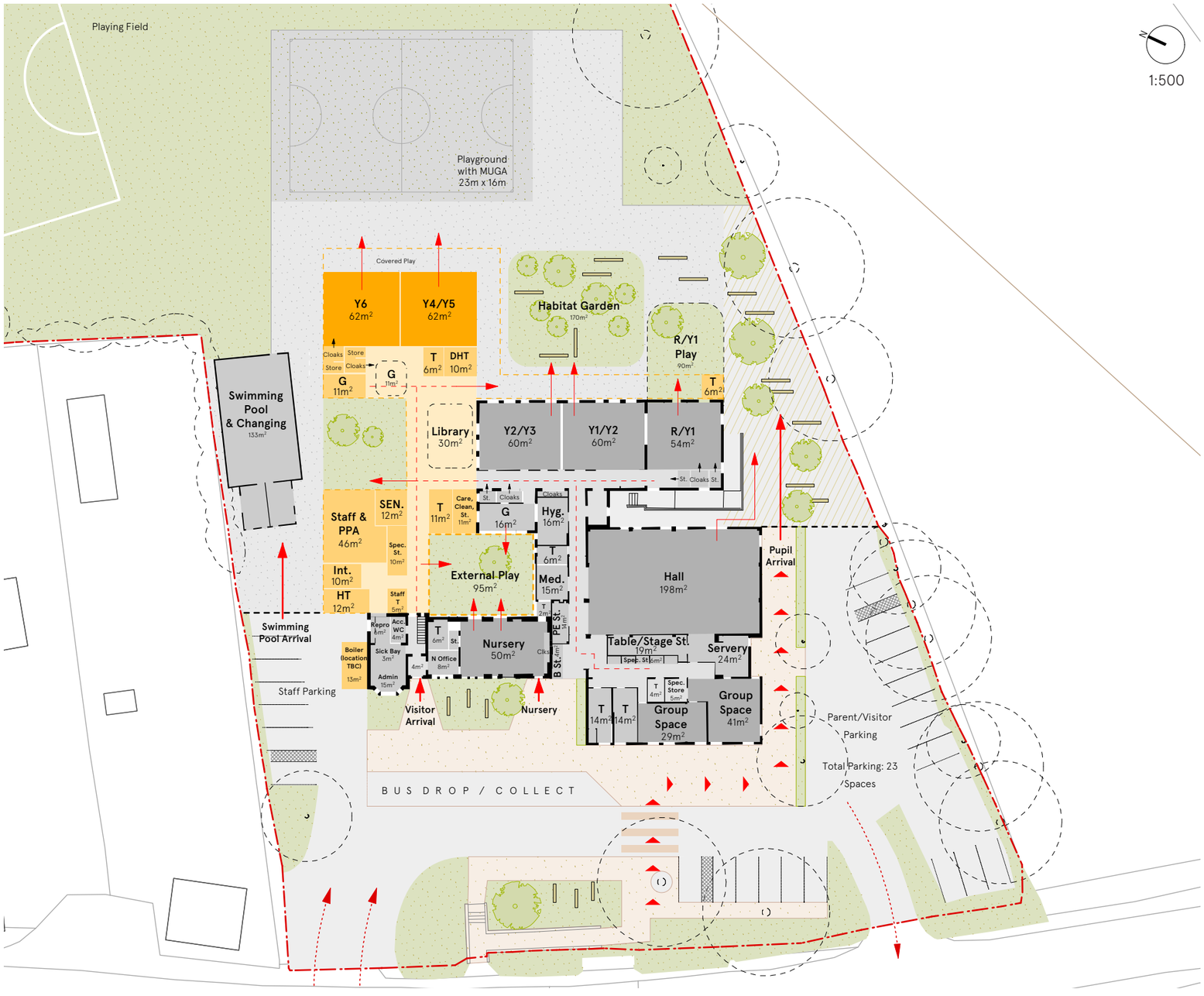
4. Existing hall with low-ceiling is retained and therefore limited use remains.

5. Location of the existing building prevents any significant improvement to current highways and pedestrian safety issues.

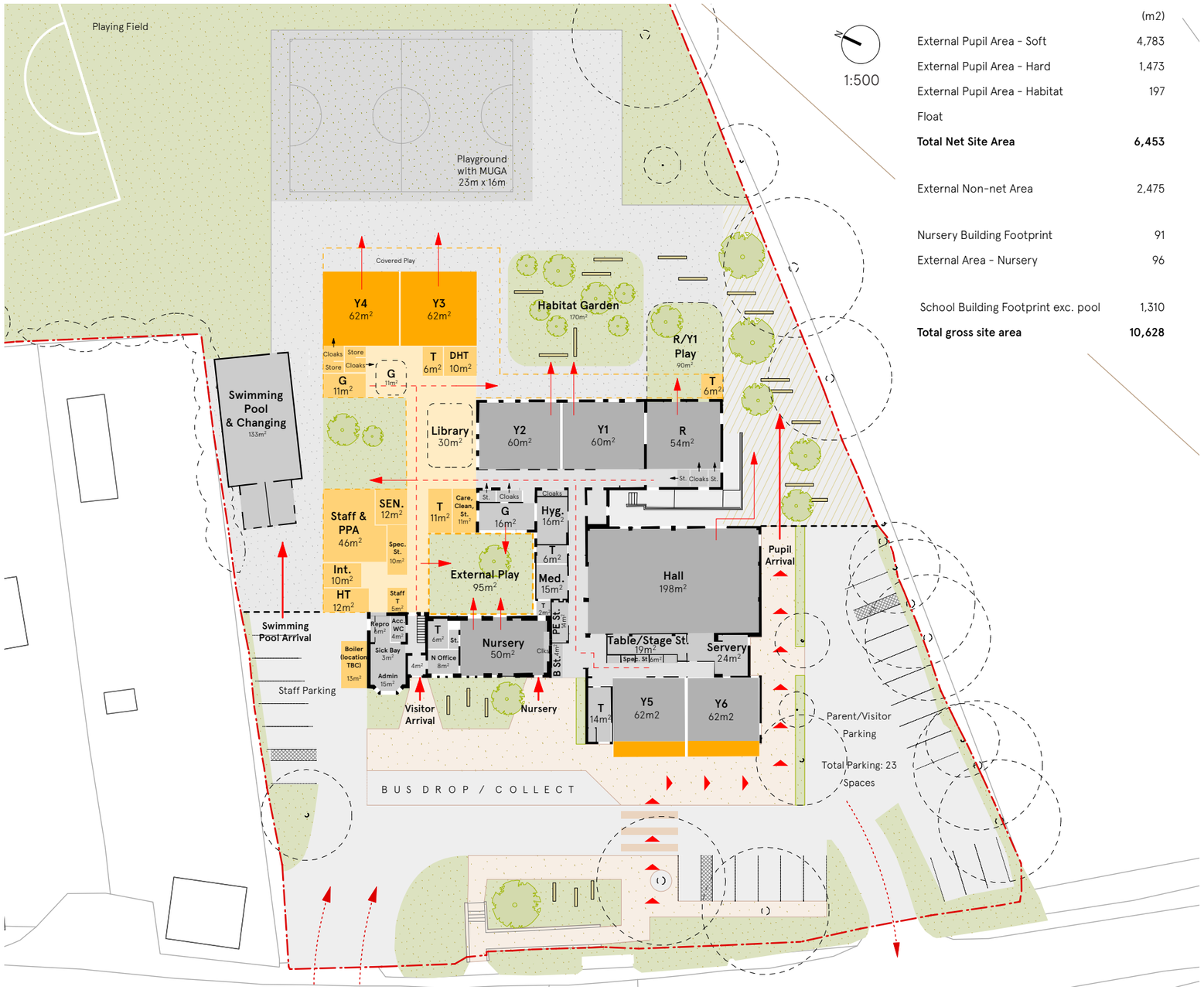
6. Group space to the front of the building would be lost when 1FE expansion takes place.

7. Playing field area reduced.

140 Pupil Places + Nursery



210 Pupil Places + Nursery



Key Statistics

	(m2)
External Pupil Area - Soft	4,783
External Pupil Area - Hard	1,473
External Pupil Area - Habitat	197
Float	
Total Net Site Area	**6,453**
External Non-net Area	2,475
Nursery Building Footprint	91
External Area - Nursery	96
School Building Footprint exc. pool	1,310
Total gross site area	**10,628**

Key Design Features

New Classrooms
An extension in place of the temporary classrooms provides 2 new classrooms, a library, group rooms, storage and staff spaces connected to the rest of the existing building.

Remodelling of Existing
The existing school reception, Y4/5 and Y6 classrooms are remodelled to provide 3 larger classrooms.

Hall
The existing hall is retained. The cost plan accompanying this report provides costs for strategy 1 under options (a) and (b). Option 1a repairs the existing roof as necessary. Option 1b removes the existing asbestos covering and provides a new roof covering over the existing space.

Courtyard
A new courtyard in place of the demolished Y1/2 classroom provides an external play space for the nursery, provides views out and brings daylight into the centre of the building.

Quiet Play
A protected planted garden to the south of the swimming pool provides an alternative quiet learning/play space and the potential for cultivation.

Future Provision and Phasing
The front 2 classrooms, currently used as group rooms would be used by the Nursery during the course of the works. This space would be converted and extended to provide 2 new classrooms if the 1FE expansion took place.

Highways & Access
The existing reception play space is re-landscaped to provide a bus drop-off parking zone to allow cars to pass the buses when parked.

A Visible Front Entrance
The visitor entrance is at the front of the building, through the old schoolhouse. The pupil entrance is in its existing location- with access to all classrooms from the playground.

Nursery
The nursery has a separate entrance to the front of the building, without needing to go through the playground.

Feedback
Strategy 1 was presented to the Head, Deputy Head, Chair and Vice Chair of Governors and their feedback was as follows:

1. The quality of teaching spaces is achieved, which is positive, despite retaining much of the existing building.

2. Direct access to the external areas is huge benefit

3. Slight improvement to vehicle access, but may not be sufficient

4. Current ethos of school is to greet all pupils at a single entrance, a separate visitor and pupil entrance would not allow this.

5. Future classrooms to the front of the site lack a connection to the centre of the school, other classroom and external areas.

6.3 Strategy 1: Suitability

Renew and Repair, with minimal extension

This area analysis of Strategy 1 is compared with Herefordshire Council's accommodation brief for a 1FE primary school.

The strategy utilises as much of the existing building as possible, while making alterations and extensions to provide adequate teaching spaces.

Due to the organisation of the existing school, this leads to a inefficient circulation and increased travel distances between key spaces.

Due to the constraints of existing spaces, some areas are oversized (Hygiene room and group room) while others are undersized (Reception and Servery).

In summary, this strategy puts forward the lightest-touch approach possible. It retains as much of the existing school as possible whilst providing adequate classrooms. The total net area is just below the area required in Herefordshire's brief.

	Hereford Brief - 1FE Primary			Strategy 1			Difference	Comments
Space	**No. of spaces**	**HC Brief m²**	**Total m²**	**No. of spaces**	**Area m2**	**Total m²**	**+/-**	
Basic Teaching Spaces								
Reception/Y1 Classroom	1	62	62	1	54	54	-8	
Y1/Y2 Classroom	1	62	62	1	60	60	-2	
Y3/Y4 Classroom	1	62	62	1	60	60	-2	
Y4/Y5 Classroom	1	62	62	1	62	62	0	
Y6 Classroom	1	62	62	1	62	62	0	
Additional Classroom 1	1	62	62	1	62	62	0	
Additional Classroom 2	1	62	62	1	62	62	0	
Practical area / food bay	0	0	0	0	0	0	-	
ICT base	0	0	0	0	0	0	-	
Total			**434**			**422**	**-12**	
Main hall	1	180	**180**		198	**198**	**18**	
Storage								
Coat and bag storage- YR/Y1	1	3	3	1	3	3	0	
Coat and bag storage- Y1/Y2	1	3	3	1	3	3	0	
Coat and bag storage- Y3/Y4	1	3	3	1	3	3	0	
Coat and bag storage- Y4/Y5	1	3	3	1	3	3	0	
Coat and bag storage- Y6	1	3	3	1	3	3	0	
Additional Classroom 1	1	3	3	1	3	3	0	
Additional Classroom 2	1	3	3	1	3	3	0	
Teaching Storage- YR/Y1	1	2	2	1	2	2	0	
Teaching Storage- Y1/Y2	1	2	2	1	2	2	0	
Teaching Storage- Y3/Y4	1	2	2	1	2	2	0	
Teaching Storage- Y4/Y5	1	2	2	1	2	2	0	
Teaching Storage- Y6	1	2	2	1	2	2	0	
Additional Classroom 1	1	2	2	1	2	2	0	
Additional Classroom 2	1	2	2	1	2	2	0	
Specialist walk in stores	3	5	15	2	6-10	16	1	
Indoor PE equipment storage	1	18	18	1	7	7	-11	
Outdoor PE equipment storage	0	0	0	0	0	0	-	
Bulk stock store	1	4	4	1	4	4	0	
Caretakers and maintenance store	1	5	5	1	6	5.8	0.8	Combined Caretake and cleaning store
Cleaning store	1	3	3	1	5	5	2	
Table and chair store	1	12	12	1	12	12	0	
Staging/ appliance store	1	4	4	1	5	5	1	
Mobility equipment store	1	2	2	1	2	2	0	Inc. in Hygiene room
Store for community	0	0	0	0	0	0	-	
Total			**98**			**92.6**	**5**	
Staff and admin								
Heads office	1	12	12	1	12	12	0	
Staff room work and social	1	33	33	1	33	33	0	
Staff PPA	1	10	10	1	13	13	3	
Senior management office	1	10	10	1	10	10	0	
General office (reception)	1	12	12	1	15	15	3	
Secure reception	1	4	4	1	4	4	0	
Reprographics room	1	8	8	1	6	6	-2	Includes circulation to staff
Meeting room	0	0	0	0	0	0	-	
Sick bay	1	3	3	1	3	3	0	
Interview room	1	9	9	1	10	10	1	
Total			**101**			**106**	**5**	

	Hereford Brief - 1FE Primary			Strategy 1			Difference	Comments
Space	**No. of spaces**	**HC Brief m²**	**Total m²**	**No. of spaces**	**Area m2**	**Total m²**	**+/-**	
Learning resource area								
Library (learning resource centre)	1	30	30	1	30	30	0	
Small group room	3	11	33	3	11-16	38	5	
SENco office (SEN resource)	1	12	12	1	12	12	0	
Medical inspection room/ Therapy room	1	12	12	1	12	12	0	
Total			**87**			**92**	**5**	
Non net areas								
Reception toilets	3	2	6	1	6	6	0	
Pupils toilets	10	2	20	3	6-12	29	9	
Staff toilets	2	2	4	1	5	5	1	
Accessible toilet	1	3	3	1	4	4	1	
Hygiene room	1	12	12	1	14	14	2	
Kitchen facilities (servery)	1	28	28	1	23	23	-5.5	
Total			**73**			**80.5**		
Subtotal			**973**			**991.1**		
Corridors	-	22.5%	202.5	-	24.11%	239	36.5	
Boiler room	1	1.5%	13.5	1	13	13	-0.5	
Server	in boiler			in boiler				
Walls	-	4.0%	36			49		
Total Gross Internal Area			**1225**			**1292**	**67**	
Additional area								
Nursery class	1	62	62	1	52	52	-10	
Quiet room	1	8	8	1	6	6	-2	
Nursery store room	1	2	2	1	2	2	0	
Nursery office	1	8	8	1	8	8	0	
Nursery cloakroom	1	3	3	1	3	3	0	
Nursery pupils toilets	3	2	6	1	6	6	0	
Nursery staff toilets	1	2	2	1	2	2	0	
Nursery entrance	1	2.25%	2	0	0	0	-2	
Total			**93**			**79**	**-14**	
Total Net Area exc. Nursery			**900**			**911**	**11**	
Total Non-Net Area exc. Nursery			**325**			**333**	**8**	
Gross Internal (Total Building) Area excl. nursery			**1,225**			**1,243**		
Gross Internal (Total Building) Area incl. nursery			**1,318**			**1,316**		
External Areas	**BB103 140 - Pupils**			**Strategy 1 - 140 Pupils**				
External Pupil Area			5,300			6,453	1153	
External Non-net area			812			2,503	1691	
	BB103 210 - Pupils			**Strategy 1 - 210 Pupils**				
External Pupil Area			6,450			6,453	3	
External Non-net area			1,043			2,475	1432	

Quantitative Assessment of Areas

Qualitative Assessment of Design and Fabric Suitability

A. New-build classrooms with good outlook, daylighting and connection to rear playground and covered play.

B. Existing classrooms enlarged, refurbished and daylighting improved.

C. R/Y1 classroom remains undersized due to limitations of existing building.

D. The low ceiling height of the hall remains and therefore still limit sports activities.

E. Additional 2 classrooms sufficient in area but look onto forecourt and have no direct access to playground or outside space.

F. Nursery has direct access from the front of the building and new secure external play area, but is under-sized due to limitations of existing building.

G. New administration areas in old school house building no longer requires passage through the secure line.

H. Existing pool re-roofed but remains uninsulated and existing changing rooms untouched.

Quantity Assessment Key

Undersize
10% under Hereford Schedule of Accomodation area for 1FE Primary School (e.g Classroom less than >56m²)

OK
+/- 10% over/under Hereford Schedule of Accomodation area for 1FE Primary School (e.g Classroom within 56-68m²)

Generous
10% Over Hereford Schedule of Accomodation area for 1FE Primary School (Classroom more than <68m)

Additional Areas
Areas that are not in Hereford Schedule of Accomodation area for 1FE Primary School

Quality Assessment Key

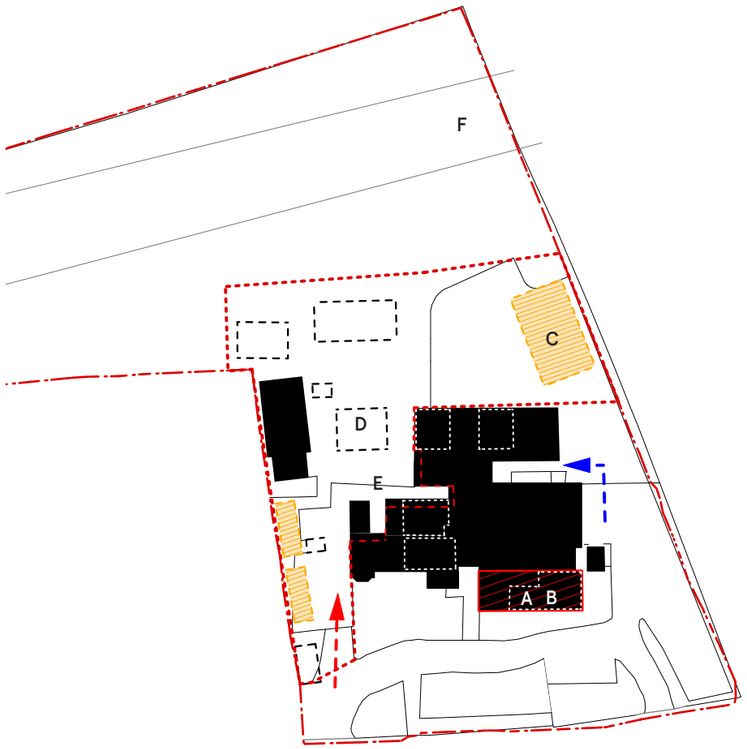
Poor Quality
Space unsuitable for purpose

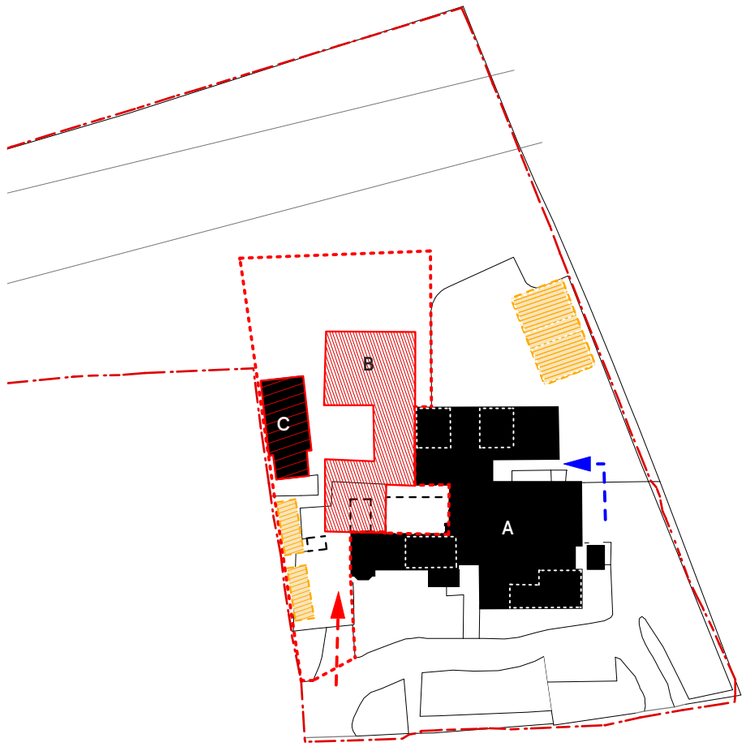
Adequate
Space suitable for purpose but not ideal

Good Quality
Positive space suitable for purpose with good educational and envirmental conditions

6.4 Strategy 1: Phasing

Phasing Strategy





Construction Phase 1: Enabling Works

A. Minor modifications to front 'spare' classrooms to make single additional classroom space.

B. Nursery to move into additional classroom at front of building.

C. 2x temporary classrooms with WCs to be constructed in rear playground to house Y3/4 and Y1/2.

D. Nursery, temporary classroom building and polytunnel to be demolished.

E. Contractor access to classrooms facing demolition and new construction for required enabling works.

F. Overhead cables assumed to remain in situ.

Construction Phase 2: Demolition and Extension

A. School building to remain occupied during construction works.

B. Demolition of rear extensions to schoolhouse and construction of extension.

C. Refurbishment and re-roofing of swimming pool- access to be re-instated from playground once completed.

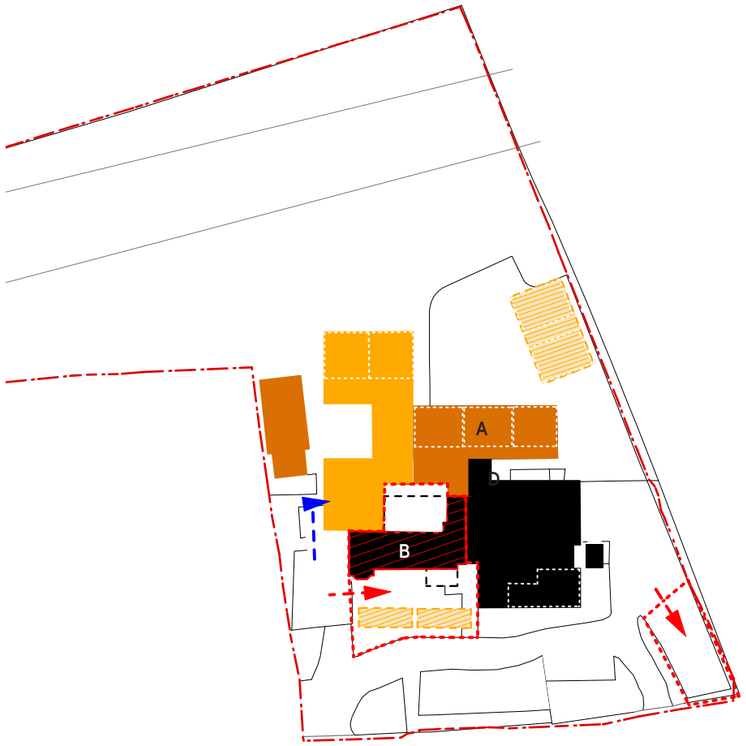
D. Access and deliveries to site to be limited to certain times of the school day.

Construction Phase 3: Refurbishment Stage 1

A. School to move into extension teaching and staff spaces. Y4/5 and Y6 to move into new classrooms.

B. School entrance to move to west of new building temporarily during renovation works.

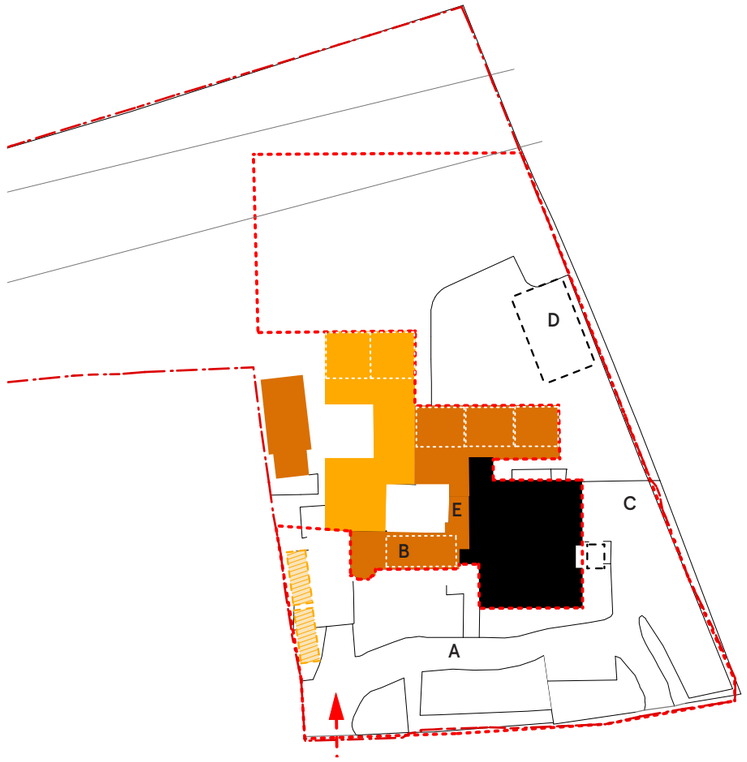
C. Refurbishment of offices and classrooms to provide 3 classrooms with external canopy.



Construction Phase 4: Refurbishment Stage 2

A. R/Y1, Y1/2 and Y2/3 to move into renovated classrooms.

B. School house building to be refurbished.



Construction Phase 5: Landscaping

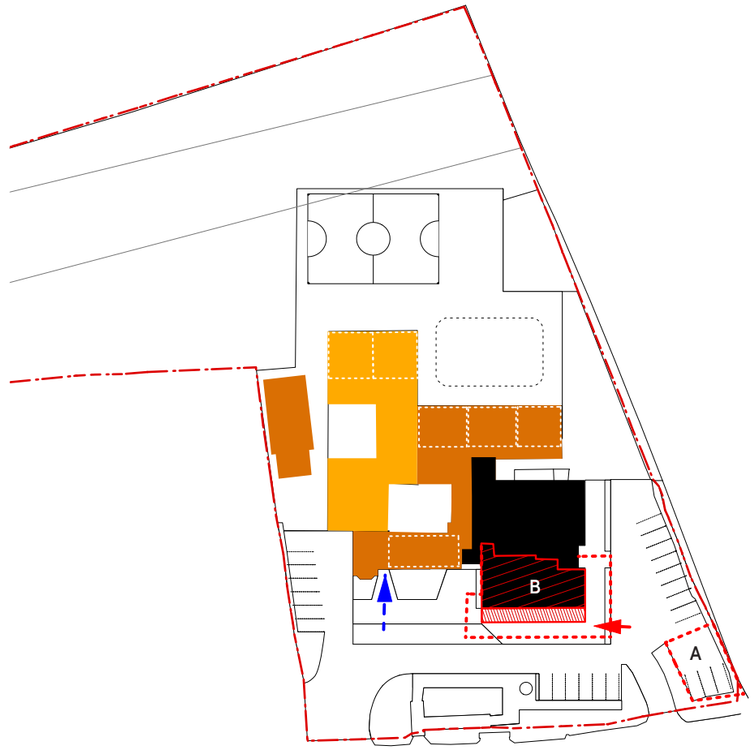
A. Landscaping works to front of school building and playground to be carried out over school holiday period to minimise disruption.

B. Nursery to move into refurbished space over holiday period.

C. Fire engine and maintenance access to be retained through contractor's site compound.

D. Temporary classrooms to be removed.

E. Any required making-good/finishes work to junctions between areas of different construction phases to be carried out over the summer holidays



Expansion to 1FE: Refurbishment and Extension

A. Site area to be hoarded off for the duration of the construction. Contractor's compound to include area of parking for safe vehicle access.

B. Front additional classroom to be reconfigured, renovated and extended to provide 2 new classrooms.

Phasing Key

- School/Nursery access route
- Construction access route
- Construction in progress
- Refurbishment in progress
- Demolition
- Construction Site Compound
- Temporary Structure
- Construction Access
- Construction Complete
- Refurbishment Complete
- Existing Building

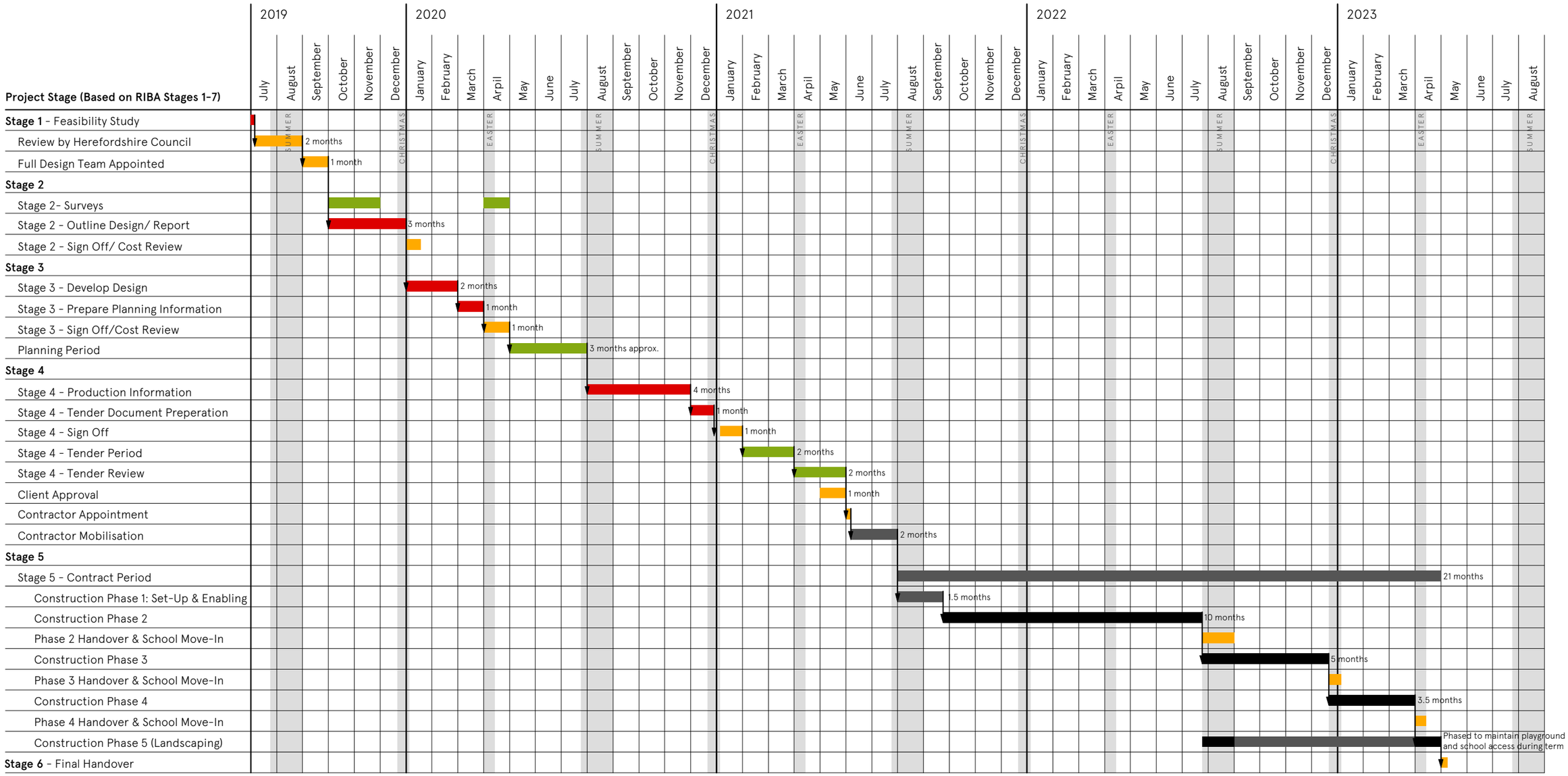
6.5 Strategy 1: Programme

Outline Project Programme

All time periods are indicative and subject to further review of the scope of work and consultation with Herefordshire Council and the school.

KEY

- School Holidays
- Design Development
- Other- Planning/Tender Period
- Client- Approval/Sign-Off
- Construction
- Contractor- Other



Site Plan

- **Primary Teaching Space** Within existing, refurbished space
- **Ancillary Spaces** Within existing, refurbished space
- **Circulation** Within existing, refurbished space
- Existing walls
- **Primary Teaching Space** New-build
- **Ancillary Spaces** New-build
- **Circulation** New-build

Project Risks

Planning
The existing schoolhouse building is described as a 'non-designated heritage asset' by Herefordshire Council Historic Buildings Officer. Modifications to it will need to be carefully justified. This could potentially impact on the planning consent timescale and/or result in design changes.
(Low Likelihood/Mid Impact)

Ecology
The works will require removal of some small trees, Tree and Ecological surveys may be required to assess the potential impact on amenity, habitat, biodiversity and any protected species found on site and mitigation measures taken to protect/ replace habitats if required.
(Low Likelihood/Low Impact)

Archaeology
Archaeological surveys may be required prior to commencing works. If any archaeological remains are found during the build, this could cause substantial delays and/or design changes.
(Low Likelihood/High Impact)

Flooding
The site is in a valley and close to a flood risk zone 2 so this presents a potential risk for excavation and ground works, which could result in additional cost and delay.
(Low Likelihood/Mid Impact)

Phasing/Site Logistics
The phased works will allow the school to remain occupied throughout construction but will require decanting between spaces between phases. This will be disruptive to the school and presents programme risks if delays result in handovers not coinciding conveniently with the school's calendar, causing potential further delays, cost and disruption. Access to the site compounds will need to be carefully managed to avoid risks to health & safety, safeguarding and to minimise disruption to the school.
(High Likelihood/Mid Impact)

Utilities/Cost
Temporary M&E services works will be required to complete the works in phases, whilst allowing the building to remain occupied. The existing services are in poor condition, so modification presents programme, cost and disruption risks.
(High Likelihood/Mid Impact)

Asbestos/ Cost
Full intrusive R+D asbestos surveys will need to be carried out in the existing building spaces after the school has moved out. At present there is a management survey only. Full R+D surveys will reveal the full extent of asbestos. This will need to be carried out in phases, as the school moves between spaces throughout the phased works. Removal of the asbestos roof will need to be carefully planned and managed on an occupied site.
(Mid Likelihood/High Impact)

Additional Works
Nature of strategy to do a light refurb is liekly to uncover other issues that will need to be addressed.
(High Likelihood/Mid Impact)

Strategy 1 Rating

Education Brief	3/5
Capital Cost	4/5
Phasing	2/5
Highways	1/5
Maintenance	1/5
Project Risks	2/5

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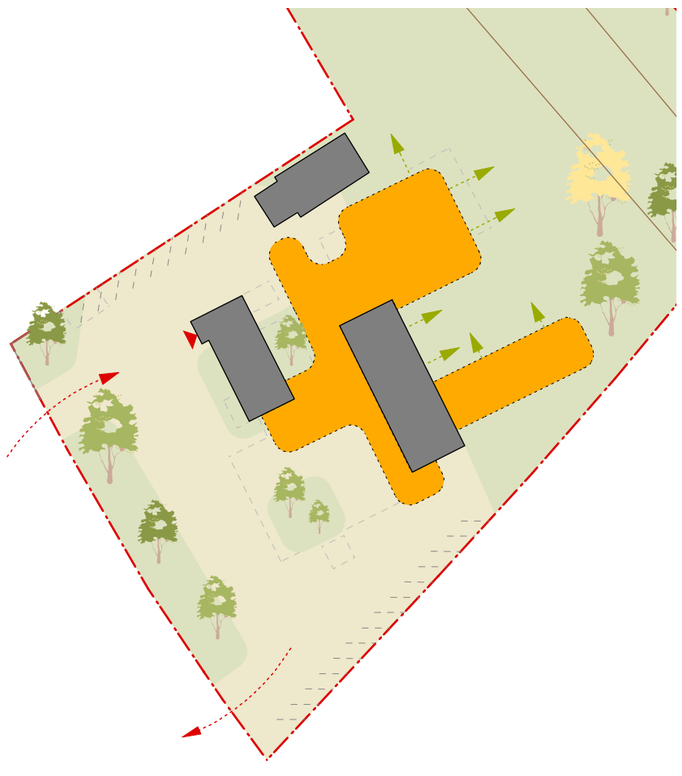
Strategy 2: Remodel and Extend



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7.1 Strategy 2: Constraints & Opportunities

Key Site Constraints & Strategy

The strategy to remodel, refurbish and extend proposes to retain only the better quality parts of the existing buildings.

All other existing buildings are demolished and the retained buildings refurbished and extended to the rear, allowing space to alleviate traffic issues to the front of the site facing the road.

Key

- Construction not possible
- Potential site area for new building
- Renew
- Extend
- Demolition

1. Demolish
Demolition of all poor condition and quality buildings and spaces.

2. Renew
Refurbishment of teaching spaces where condition and quality of spaces is fair.

3. Traffic Limitations
Area to front of building to be dedicated to improvement of parking and traffic flow.

4. Extend
Extension to rear of school building to provide 5 comfortable classrooms and nursery.

5. Expansion to 1FE
Additional classrooms constructed to the east of the site, with easy access from the front parking area.

7.2 Strategy 2: Remodel & Extend

Refurbish and Extend

Strategy 2 retains and remodels only the parts of the existing school buildings that can be reasonably adapted for reuse - the original school house and the 1980's block - and builds new spaces to reconnect them and to meet Herefordshire's brief.

This option is the most complex with regards to phasing and would be the most disruptive for the school.

Moving the hall to the rear of the site allows for a larger space to the front of the site to address, in part, the parking and access issues.

Primary Teaching Space
Within existing, refurbished space

Ancillary Spaces
Within existing, refurbished space

Circulation
Within existing, refurbished space

Existing walls

Primary Teaching Space
New-build

Ancillary Spaces
New-build

Circulation
New-build

1. Extension to the rear of the school building provides a new hall, better suited to its purpose.

2. Direct access to outdoor spaces for all classrooms.

3. Increase in the size of parking and drop-off area allows some improvement to current highways and pedestrian safety issues.

4. Play spaces are made more efficient with a wider variety of play environments provided.

1. Significant disruption to school during construction, requiring classes to move spaces between phases and 2no. Temporary classrooms.

2. Nursery must be relocated twice.

3. Limitations of the existing building mean renovated spaces are not as well-suited to their use as new classrooms in terms of floor area and design quality.

4. Playing field area reduced.

140 Pupil Places + Nursery

210 Pupil Places + Nursery

Key Statistics

(m2)	(m2)
External Pupil Area - Soft	4,828
External Pupil Area - Hard	1,289
External Pupil Area - Habitat	132
Float	
Total Net Site Area	**6,249**
External Non-net area	2,760
Nursery Building Footprint	85
External Area - Nursery	60
School Building Footprint exc. pool	1,336
Total gross site area	**10,628**

Key Design Features

New Classrooms
An extension in place of the temporary classrooms provides a new classroom, hall, practical room and staff spaces connected to the rest of the existing building around an open plan library.

Remodelling of Existing
The existing school reception, Y4/5 and Y6 classrooms are remodelled to provide 3 larger classrooms.

Courtyards
A new courtyard in place of the demolished Y1/2 classroom provides an external play space for KS1, provides views out and brings daylight into the centre of the building. A courtyard off the Practical Room provides a space for cultivation and quiet play and group teaching, while also giving views out from the library.

Future Provision and Phasing
Two new classrooms would be built to south side of the habitat garden, if the 1FE expansion took place, completing the covered 'cloister' and the connection between the KS2 teaching spaces.

Highways and Access
The front parking and access area is extended further back into the site to provide both a bus and parent drop-off parking zone which allows for significantly improved traffic flow. Pedestrians are prioritised with a clear, wide pedestrian route and crossing from the road to the entrance. All parking allows for pedestrians to walk on pavements, and not across the traffic flow.

A Visible Front Entrance
The visitor entrance is at the front of the building at the end of the clearly de-marked pedestrian route. The KS2 pupil entrance is in its existing location- with access to all classrooms from the playground. KS1 have their own entrance, however, both are off a pedestrian zone for parents/carers to gather to allow picking up of children who are in different year groups.

Nursery
The nursery has a separate entrance to the front of the building, without needing to go through the playground.

Feedback
Strategy 2 was presented to the Head, Deputy Head, Chair and Vice Chair of Governors and their feedback was as follows:

1. Direct access to the external areas is huge benefit

2. Vehicle access is significantly improved and would work well.

3. Current ethos of school is to greet all pupils at a single entrance, a separate visitor and pupil entrance would not allow this. KS1 and KS2 should enter at the same point to bring all year groups together.

4. This strategy was not considered to meet the school requirements to the same extent as strategy 1.

7.3 Strategy 2: Suitability

Assessment of Areas

This area analysis of Strategy 2 is compared with Herefordshire Council's accommodation brief for a 1FE primary school.

The strategy retains only the best quality parts of the existing buildings to provide good sized teaching spaces.

All spaces meet Herefordshire's brief. Despite utilising the existing building, the circulation is efficient, and below brief guideline.

The basing teaching spaces are over the guidelines due to the inclusion of a Practical Area as this is a key part of the school's current educational brief. The hall is therefore below the brief area, but still at the guideline area for BB103.

Storage and staff spaces are fractionally higher than the brief due to utilising existing spaces. Learning resource areas are as per the the brief area.

The area for corridors is below the brief, as the additional classrooms to expand the school to full 1FE are partially external.

In summary, this strategy provides an efficient plan that is inline with Herefordshire's brief for a 1FE school.

Space	Hereford Brief - 1FE Primary			Strategy 2			Difference	Comments
	No. of spaces	HC Brief m²	Total m²	No. of spaces	Area m2	Total m²	+/-	
Basic Teaching Spaces								
Reception/Y1 Classroom	1	62	62	1	62	62	0	
Y1/Y2 Classroom	1	62	62	1	62	62	0	
Y3/Y4 Classroom	1	62	62	1	60	60	-2	
Y4/Y5 Classroom	1	62	62	1	60	60	-2	
Y6 Classroom	1	62	62	1	62	62	0	
Additional Classroom 1	1	62	62	1	62	62	0	
Additional Classroom 2	1	62	62	1	62	62	0	Hall reduced to BB103 size to allow for Practical Room - noted as key space by school
Practical area / food bay	0	0	0	1	30	30	30	
ICT base	0	0	0	0	0	0	-	
Total			**434**			**460**	**26**	
Main hall	1	180	**180**		150	**150**	**-30**	Hall reduced to BB103 size to allow for Practical Room
Storage								
Coat and bag storage- YR/Y1	1	3	3	1	3	3	0	
Coat and bag storage- Y1/Y2	1	3	3	1	3	3	0	
Coat and bag storage- Y3/Y4	1	3	3	1	3	3	0	
Coat and bag storage- Y4/Y5	1	3	3	1	3	3	0	
Coat and bag storage- Y6	1	3	3	1	3	3	0	
Additional Classroom 1	1	3	3	1	3	3	0	
Additional Classroom 2	1	3	3	1	3	3	0	
Teaching Storage- YR/Y1	1	2	2	1	2	2	0	
Teaching Storage- Y1/Y2	1	2	2	1	2	2	0	
Teaching Storage- Y3/Y4	1	2	2	1	2	2	0	
Teaching Storage- Y4/Y5	1	2	2	1	2	2	0	
Teaching Storage- Y6	1	2	2	1	2	2	0	
Additional Classroom 1	1	2	2	1	2	2	0	
Additional Classroom 2	1	2	2	1	2	2	0	
Specialist walk in stores	3	5	15	1	15.00	15	0	
Indoor PE equipment storage	1	18	18	1	18	18	0	PE, Table and Stage store combined
Outdoor PE equipment storage	0	0	0	0	0	0	-	
Bulk stock store	1	4	4	1	4	4	0	
Caretakers and maintenance store	1	5	5	1	5	5	0	Combined Caretake and cleaning store
Cleaning store	1	3	3	1	3	3	0	
Table and chair store	1	12	12	1	12	12	0	PE, Table and Stage store combined
Staging/ appliance store	1	4	4	1	5	5	1	
Mobility equipment store	1	2	2	1	2	2	0	Inc. in Stores
Store for community	0	0	0	0	0	0	-	
Total			**98**			**99.8**	**1.8**	
Staff and admin								
Heads office	1	12	12	1	12	12	0	
Staff room work and social	1	33	33	1	33	33	0	
Staff PPA	1	10	10	1	11	11	1	
Senior management office	1	10	10	1	10	10	0	
General office (reception)	1	12	12	1	16	16	4	
Secure reception	1	4	4	1	4	4	0	
Reprographics room	1	8	8	1	8	8	0	
Meeting room	0	0	0	0	0	0	-	
Sick bay	1	3	3	1	3	3	0	
Interview room	1	9	9	1	9	9	0	
Total			**101**			**106**	**5**	

Space	Hereford Brief - 1FE Primary			Strategy 2			Difference	Comments
	No. of spaces	HC Brief m²	Total m²	No. of spaces	Area m2	Total m²	+/-	
Learning resource area								
Library (learning resource centre)	1	30	30	1	30	30	0	
Small group room	3	11	33	3	11	33	0	
SENco office (SEN resource)	1	12	12	1	12	12	0	
Medical inspection room/ Therapy room	1	12	12	1	12	12	0	
Total			**87**			**87**	**0**	
Non net areas								
Reception toilets	3	2	6	1	6	6	0	
Pupils toilets	10	2	20	1	17	17	-3	No. of WC Pans OK
Staff toilets	2	2	4	1	4	4	0	
Accessible toilet	1	3	3	1	3	3	0	
Hygiene room	1	12	12	1	13	13	1	
Kitchen facilities (servery)	1	28	28	1	28	28	0	
Total			**73**			**71**	**-2**	
Subtotal			**973**			**973.8**	**0.8**	
Corridors	-	22.5%	202.5	-	18.28%	178	-24.5	External circulation to additional classrooms
Boiler room	1	1.5%	13.5	1	14	14	0.5	
Server	in boiler			in boiler				
Walls	-	4.0%	36		7%	73		
Total Gross Internal Area			**1225**			**1239**	**13.8**	
Additional area								
Nursery class	1	62	62	1		inc.		
Quiet room	1	8	8	1		inc.		
Nursery store room	1	2	2	1		inc.		
Nursery office	1	8	8	1		inc.		
Nursery cloakroom	1	3	3	1		inc.		
Nursery pupils toilets	3	2	6	1		inc.		
Nursery staff toilets	1	2	2	1		inc.		
Nursery entrance	1	2.25%	2	0		inc.		
Total			**93**			**78**	**-15**	Flexible 78m2 nursery footprint allowed for
Total Net Area			**900**			**902.8**	3	
Total Non-Net Area			**325**			**263**	-62	
Gross Internal (Total Building) Area excl. nursery			**1225**			**1166**		
Gross Internal (Total Building) Area incl. nursery			**1318**			**1244**		

External Areas	**BB103 140 - Pupils**	**Strategy 2 - 140 Pupils**	
External Pupil Area	5,300	6,424	1124
External Non-net area	812	2,760	1948
	BB103 210 - Pupils	**Strategy 2 - 210 Pupils**	
External Pupil Area	6,450	6,249	-201
External Non-net area	1,043	2,760	1717

Quantitative Assessment of Areas

Qualitative Assessment of Design and Fabric Suitability

A. New-build hall and classroom with good outlook, daylighting and connection to rear playground.

B. Existing classrooms enlarged, refurbished and daylighting improved.

C. New secure external play area to the rear of the old school house brings daylight into the centre of the plan and provides an external learning and play space for Reception-Y2.

D. R/Y1 and Y1/Y2 classrooms are enlarged, opening onto secure play space, but outlook and daylighting not as good as classrooms facing onto rear playground.

E. Nursery has direct access from the front of the building but is under-sized, unless extended along side of existing school house building.

F. Existing pool re-roofed but remains uninsulated and existing changing rooms untouched.

G. Practical room at the heart of the school with outlook onto Courtyard.

H. Covered play space adjoining onto Y2-Y6 classrooms.

Area Assessment Key

Undersize
10% under Hereford Schedule of Accomodation area for 1FE Primary School (e.g Classroom less than >56m²)

OK
+/- 10% over/under Hereford Schedule of Accomodation area for 1FE Primary School (e.g Classroom within 56-68m²)

Generous
10% Over Hereford Schedule of Accomodation area for 1FE Primary School (Classroom more than <68m)

Additional Areas
Areas that are not in Hereford Schedule of Accomodation area for 1FE Primary School

Quality Assessment Key

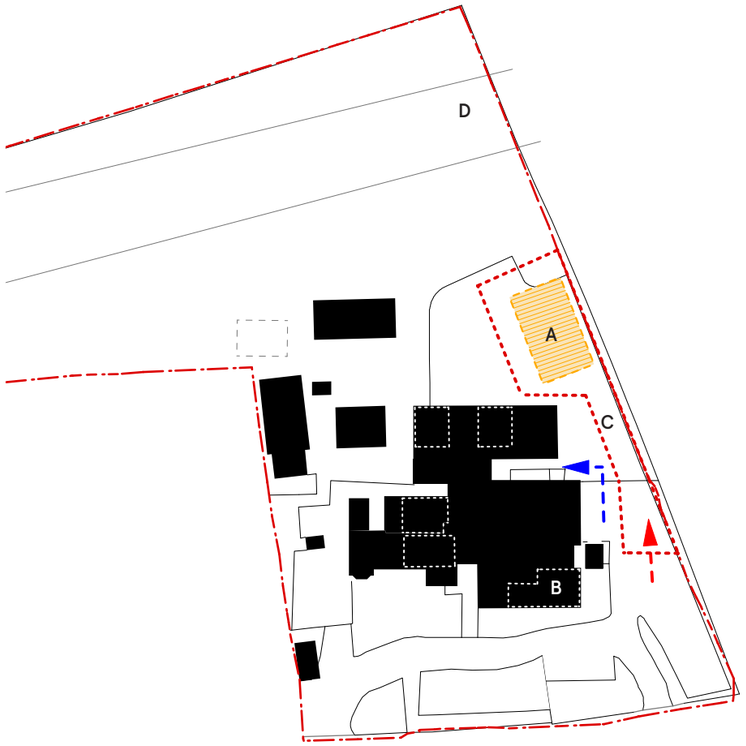
Poor Quality
Space unsuitable for purpose

Adequate
Space suitable for purpose but not ideal

Good Quality
Positive space suitable for purpose with good educational and envirmental conditions

7.4 Strategy 2: Phasing

Phasing Strategy



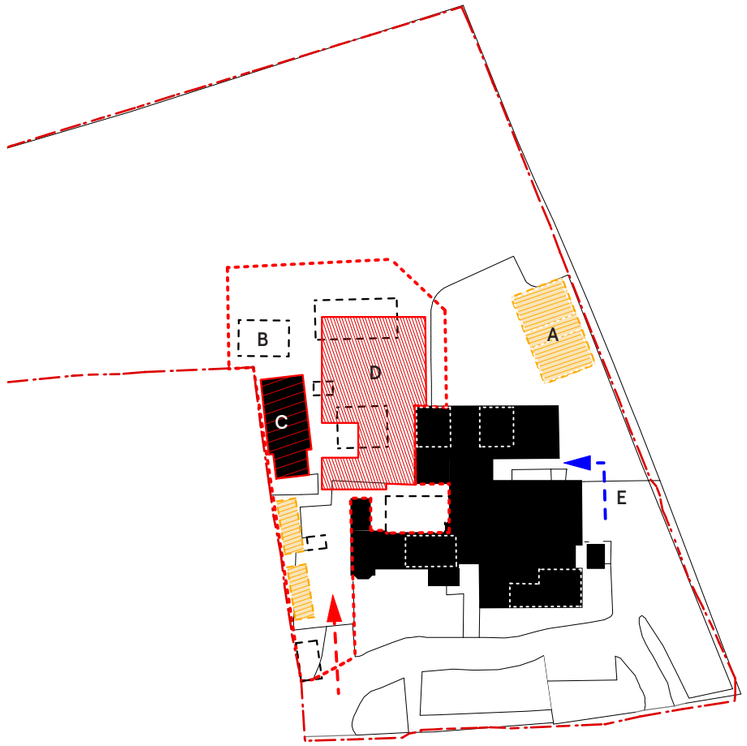
Construction Phase 1: Enabling Works

A. 2x temporary classrooms with WCs to be constructed in rear playground to house Y1/2 and Y2/3.

B. Nursery to move into front 'spare' classrooms temporarily.

C. Maintenance access to be retained through contractor's site compound.

D. Overhead cables assumed to be re-routed underground in this option.



Construction Phase 2: Demolition and Extension

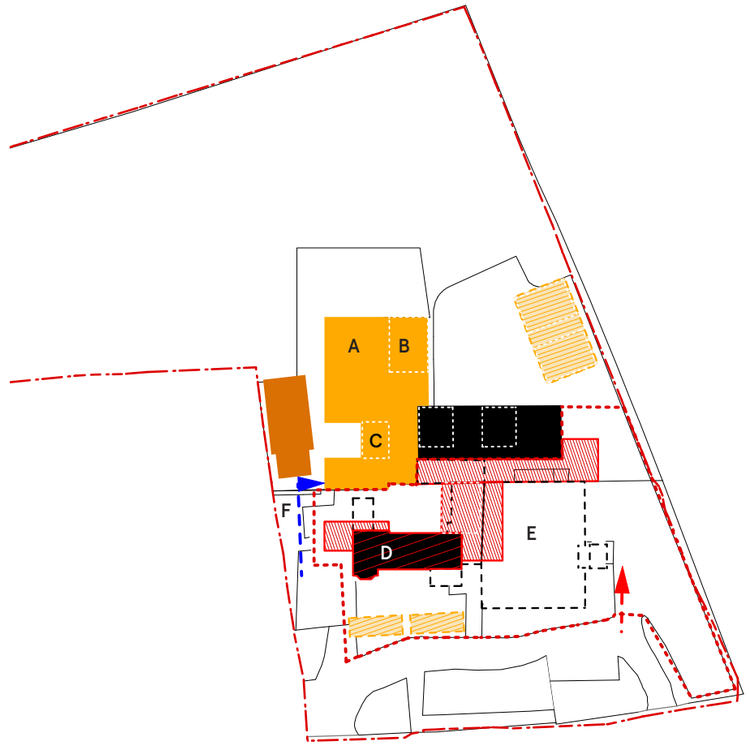
A. Y1/2 and Y2/3 move into temporary classrooms.

B. Old temporary classroom, nursery, polytunnel, sheds and rear extensions to old schoolhouse demolished.

C. Swimming pool to be refurbished and re-roofed. Access to be re-instated once completed.

D. Extension constructed.

E. School entrance remains in existing location.



Construction Phase 3: Demolition, Renovation and Extension

A. School move into newly completed building and hall.

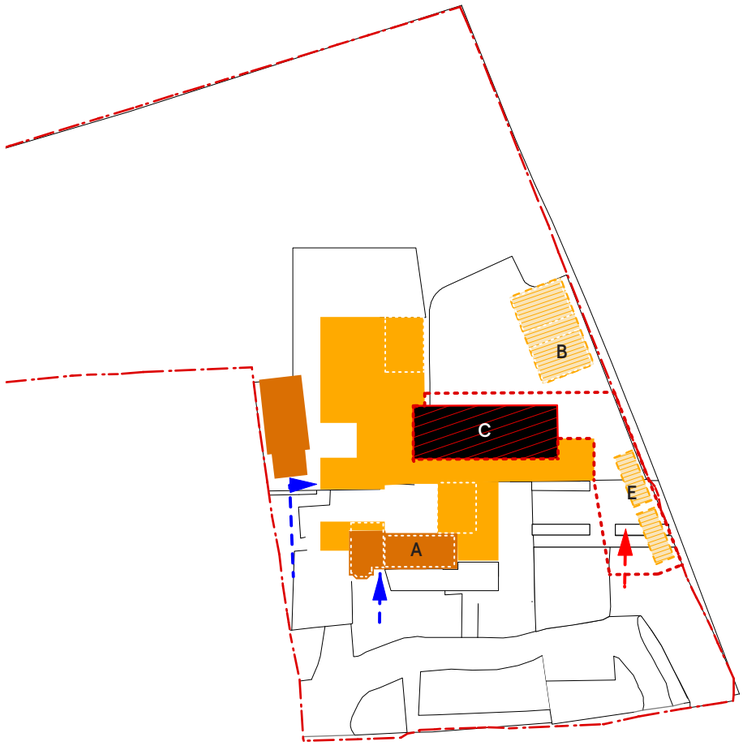
B. R-Y1 to move into newly completed classroom.

C. Nursery to move into new activity room temporarily.

D. Existing schoolhouse renovated and extended to create nursery and R/Y1 classroom.

E. Existing hall and front classrooms demolished.

F. School entrance to move to temporary location within staff spaces in completed extension.

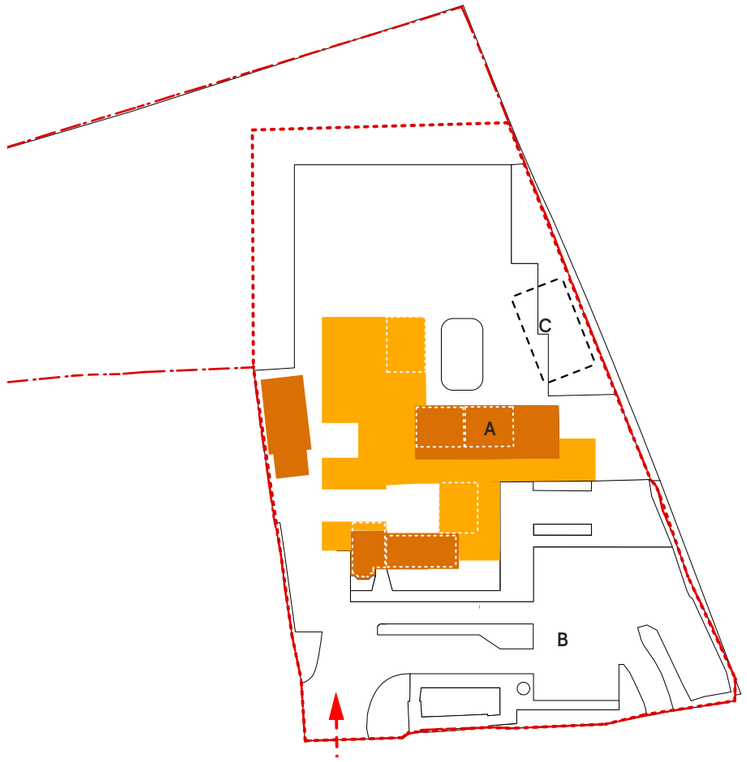


Construction Phase 4: Demolition, Renovation and Extension

A. Nursery, R/Y1 and Y1/2 to move into newly refurbished classrooms.

B. Y3/4 and Y4/5 to move into temporary classrooms.

C. Existing classrooms and reception to be renovated to provide 3 classrooms.

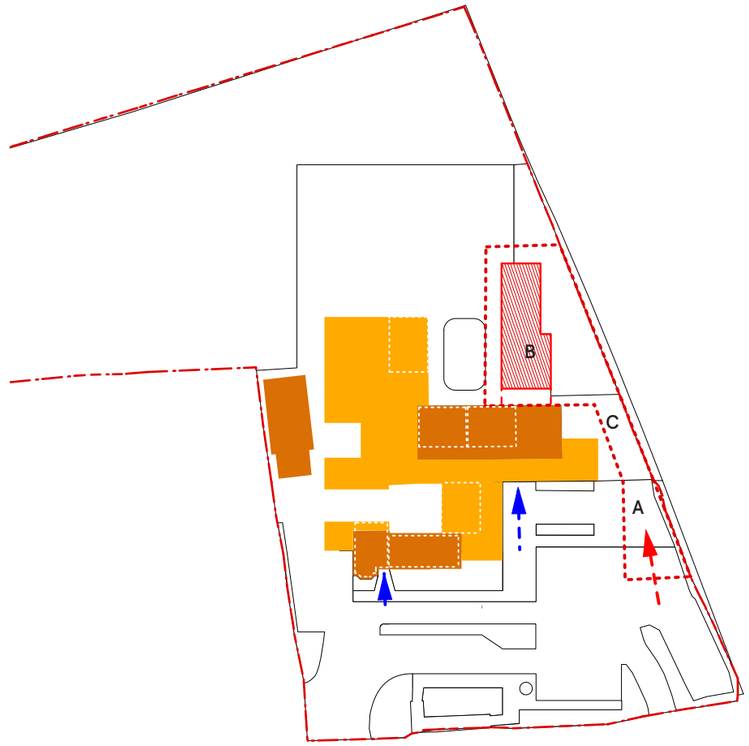


Construction Phase 5: External Landscaping

A. Y3/4 and Y4/5 to move into refurbished spaces.

B. Majority of landscaping works to be carried out over school summer holiday period. Site area and hoarding to forecourt and playground to be moved and phased as required to complete landscaping works whilst allowing access and parking around.

C. Temporary classrooms demolished.

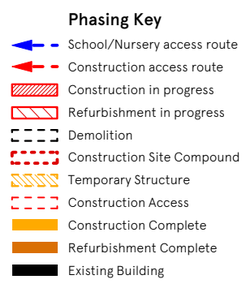


Expansion to 1FE

A. Site area to be hoarded off for the duration of the construction. Contractor's compound to include area of parking for safe vehicle access.

B. Additional 2 classrooms to be constructed to the south-east of the new school.

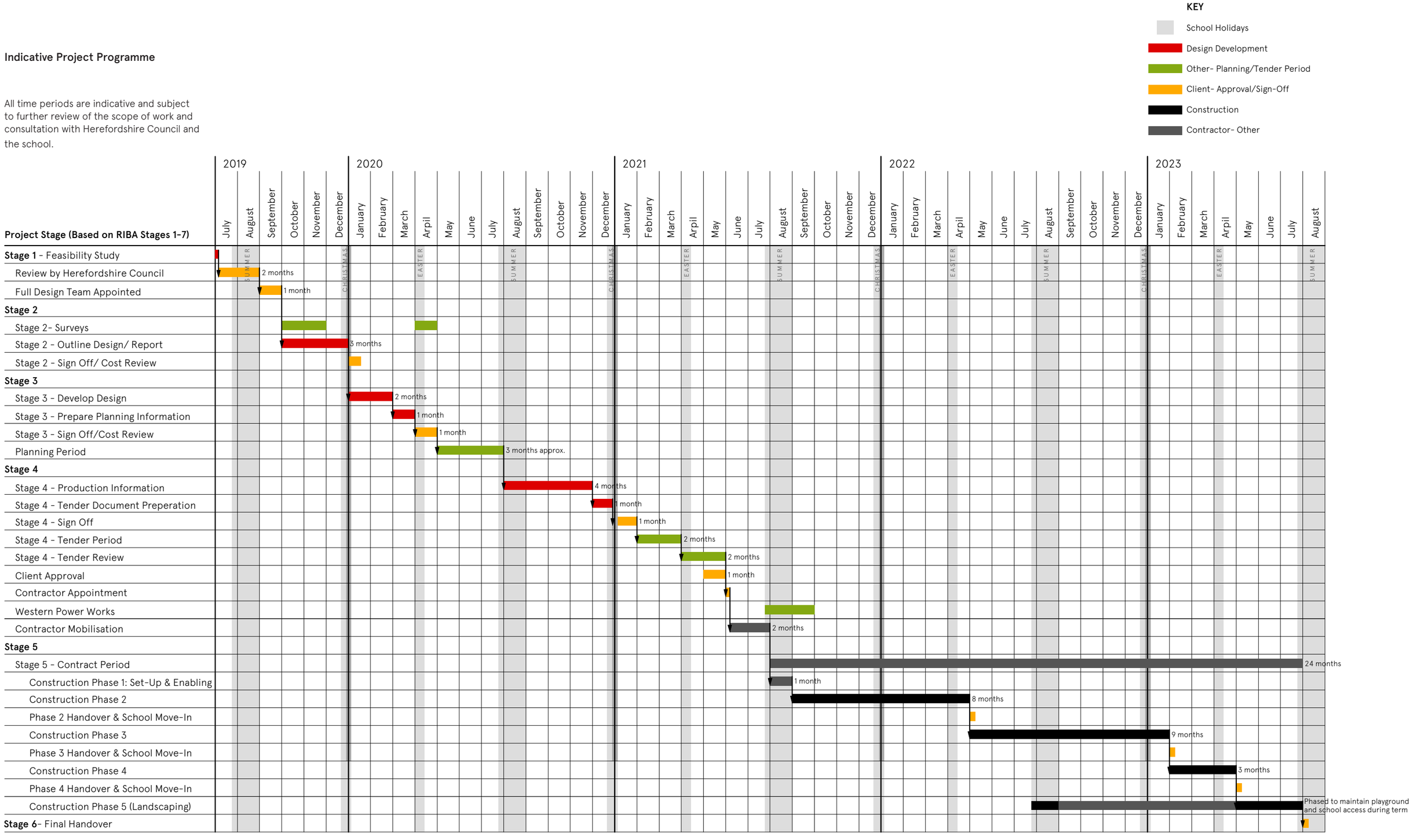
C. Maintenance access to be retained through contractor's site compound.



7.5 Strategy 2: Programme

Indicative Project Programme

All time periods are indicative and subject to further review of the scope of work and consultation with Herefordshire Council and the school.



Site Plan

- **Primary Teaching Space** Within existing, refurbished space
- **Ancillary Spaces** Within existing, refurbished space
- **Circulation** Within existing, refurbished space
- Existing walls
- **Primary Teaching Space** New-build
- **Ancillary Spaces** New-build
- **Circulation** New-build

Project Risks

Planning
The existing school house building is described as a 'non-designated heritage asset' by Herefordshire Council Historic Buildings Officer. Modifications to it will need to be carefully justified. This could potentially impact on the planning consent timescale and/or result in design changes.
(Low Likelihood/Mid Impact)

Ecology
The works will require removal of some small trees, Tree and Ecological surveys may be required to assess the potential impact on amenity, habitat, biodiversity and any protected species found on site and mitigation measures taken to protect/ replace habitats if required.
(Low Likelihood/Low Impact)

Archaeology
Archaeological surveys may be required prior to commencing works. If any archaeological remains are found during the build, this could cause substantial delays and/or design changes.
(Mid Likelihood/High Impact)

Flooding
The site is in a valley and close to a flood risk zone 2 so this presents a potential risk for excavation and ground works, which could result in additional cost and delay.
(Low Likelihood/Mid Impact)

Phasing/Site Logistics
The phased works will allow the school to remain occupied throughout construction but will require decanting between spaces between phases several times. This will be disruptive to the school and presents programme risks if delays result in handovers not coinciding conveniently with the school's calendar, causing potential further delays, cost and disruption. This risk is increased from strategy 1 due to the increased number of phases and times the school are required to move spaces.

Access to the site compounds will need to be carefully managed to avoid risks to health & safety, safeguarding and to minimise disruption to the school.
(High Likelihood/Mid Impact)

Utilities
Temporary M&E services works will be required to complete the works in phases, whilst allowing the building to remain occupied. The existing services are in poor condition, so modification presents programme, cost and disruption risks. This risk is increased from strategy 1 due to the increased number of phases.
(High Likelihood/Mid Impact)

Asbestos
Full intrusive R+D asbestos surveys will need to be carried out in the existing building spaces after the school has moved out. At present there is a management survey only. Full R+D surveys will reveal the full extent of asbestos. This will need to be carried out in phases, as the school moves between spaces throughout the phased works. Removal of the asbestos roof will need to be carefully planned and managed on an occupied site.
(Mid Likelihood/High Impact)

Strategy 2 Rating

Education Brief	3/5
Capital Cost	2/5
Phasing	1/5
Highways	3/5
Maintenance	3/5
Project Risks	1/5

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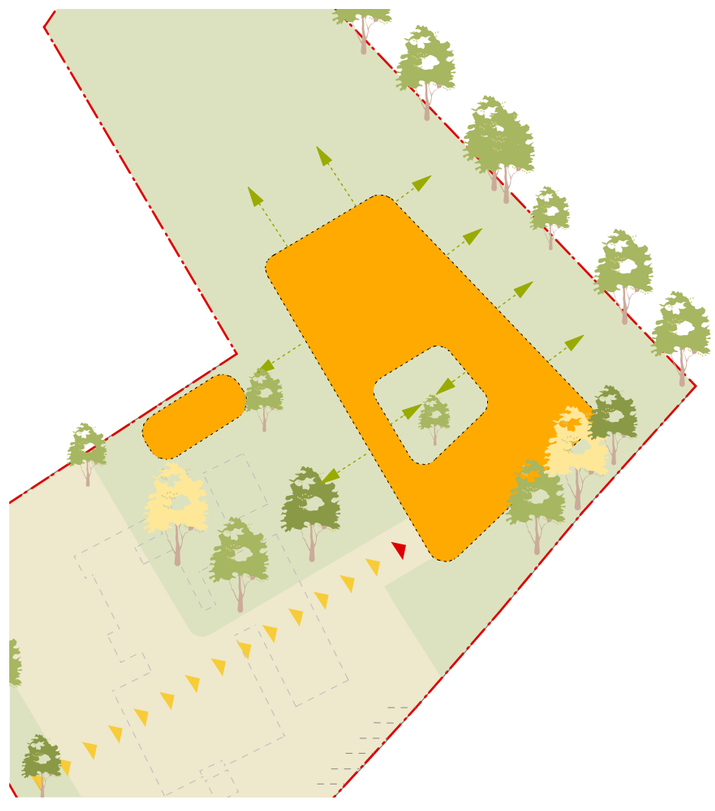
Strategy 3: Rebuild



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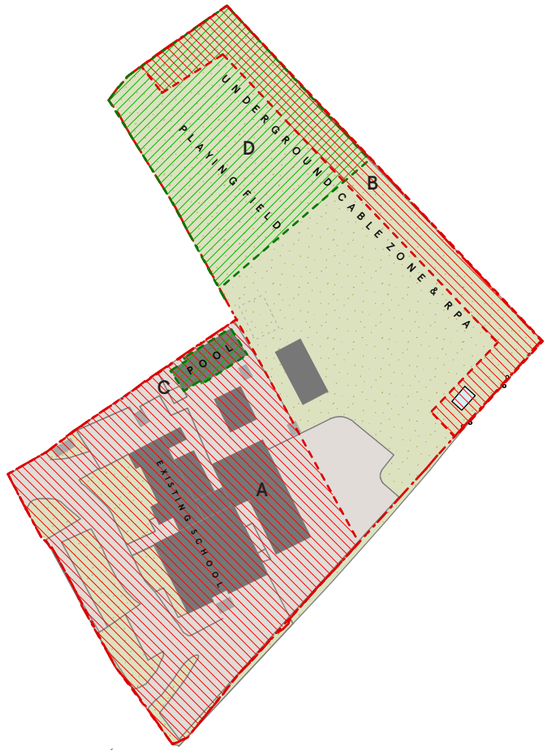
8.1 Strategy 3: Constraints & Opportunities

Key Site Constraints & Strategy



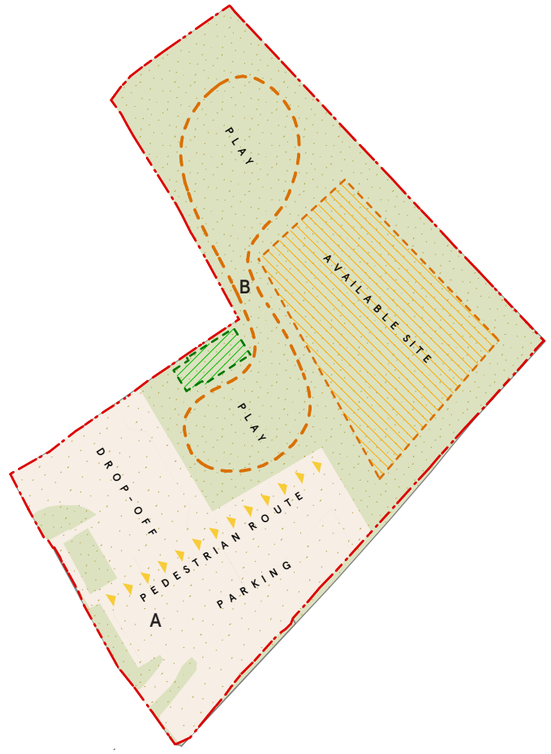
1. Existing School Site

A. In order to avoid the school needing to decant during construction, the new school would need to be built on the existing playground.

B. If the overhead power cables are re-routed below ground, an estimated zone of approx 8 metres will need to be left around the perimeter of the site (TBC by Western Power).

C. The existing swimming pool needs to be retained.

D. As much of the playing field as possible should also be maintained to enable field sports in summer.



2. Site Zoning

A. Sufficient space needs to be left to the front of the site for additional parking, drop-off and safe pedestrian access.

B. Play spaces to the front and rear of the school need to be connected

3. New School Building

A. 7 new classrooms with good outlook and connection to their own designated outdoor spaces.

B. Flexible shared indoor and outdoor learning spaces at the centre of the school.

N

Key

- Area/Structure to be retained
- Construction not possible
- Potential site area for new building
- Renew
- Extend
- Demolition

8.2 Strategy 3: Rebuild

Rebuild Proposal

Strategy 3 proposes to demolish the existing school in its entirety and re-build a new school to the rear of the site.

This allows for additional parking, drop-off areas and a wide pedestrian entrance route to the front of the site to alleviate traffic and pedestrian safety issues. This also allows for the existing school to remain occupied during construction.

Primary Teaching Space
Within existing, refurbished space

Ancillary Spaces
Within existing, refurbished space

Circulation
Within existing, refurbished space

Existing walls

Primary Teaching Space
New-build

Ancillary Spaces
New-build

Circulation
New-build

1. School and nursery can stay in the existing building until the new school is finished, with minimal disruption.

2. All spaces within the new-build school achieve the required floor area in high quality learning spaces.

3. Direct access to dedicated outdoor learning spaces for all classrooms.

4. Substantial increase in the size of parking and drop-off area allows significant improvement of current highways and pedestrian safety issues.

5. Outdoor spaces made more efficient and a wider variety of play environments provided.

1. Playing field area reduced due to increased parking and access.

140 Pupil Places + Nursery

210 Pupil Places + Nursery

Key Statistics

(m2)	(m2)
External Pupil Area - Soft	3,479
External Pupil Area - Hard	1,415
External Pupil Area - Habitat	161
Float	
Total Net Site Area	**5,055**
External Non-net Area	3,835
Nursery Building Footprint	101
External Area - Nursery	125
School Building Footprint exc. pool	1,373
Total gross site area	**10,628**

Key Design Features

New School
A new school building to the north-east of the school site provides 5 well-sized classrooms set around a central courtyard. Each classroom has a direct connection to its own dedicated outdoor learning space externally and multi-purpose teaching and circulation spaces internally.

There are two connected playground areas. The playground to the front of the building provides hard-surfaced play, a covered play space and a wooded learning landscape. Part of the existing playing field is retained to the north of the site.

Demolition of Existing
The existing school would remain occupied until the new school is completed. It would then be demolished to allow for the landscaping works to create the front playground and new parking and drop-off areas.

Courtyards
The new school building is constructed around a habitat garden at the heart of the school, providing a space for outdoor learning and cultivation adjacent to the practical room as well as quieter 1-to-1 or group teaching. This also provides views out and good daylighting to circulation spaces.

Future Provision and Phasing
If the 1FE expansion took place, an extension would be built to the south-west of the new school building to house the nursery. An extension would also be built to the south-west of the site for staff and ancillary spaces. This then allows conversion of their former spaces into additional classrooms.

Highways and Access
The positioning of the new school at the rear of the site allows for additional parking, separate car and bus drop-off areas onto pedestrian pathways and a dedicated wide pedestrian route up to the main entrance.

A Visible Front Entrance
The new entrance is located to the front of the building, at the top of the pedestrian access route. Visitor and pupil entrances are directly adjacent to one another. This means that visitors do not need to pass through the playground to enter the school and allows the main school office to have a direct view over both.

The swimming pool would have its own dedicated access for community use.

Nursery
The nursery is housed in the main school building, facing onto the central courtyard, directly connected onto an external play space. It can be accessed from the side of the building without needing to pass through the playground.

Feedback
Strategy 3 was presented to the Head, Deputy Head, Chair and Vice Chair of Governors and their feedback was as follows:

1. The pedestrian priority sends out a clear positive message for pupils and parents/carers accessing the site by car and on-foot.

2. The variety of external play provides lots of opportunities for the school and is what is lacking at the current school.

3. This option was preferred by all, and would be seen as a significant improvement to the school's learning environment.

4. Later expansion to full 1FE should be planned to allow for the school to feel complete with 140 pupils.

8.3 Strategy 3: Suitability

Assessment of Areas

This area analysis of Strategy 3 is compared with Herefordshire Council's accommodation brief for a 1FE primary school.

This strategy proposes a brand-new school building, therefore, all spaces would therefore meet the requirements of the brief and provide good quality spaces while also allowing the school to maximise the use of the site.

Due to poor access and traffic flow through the site, and issues with safe-guarding, the area allocated to vehicle entry, parking and pedestrians has been increased significantly. This provides safe access to the site and significantly reduces the risk of traffic backing up and blocking the public highway.

This has resulted in the total net site area being below the recommended area for BB103, however, the use of the site has been maximised. The neighbouring farmland that would be added to the school site as part of a section 106 agreement would increase this area to be within BB103 guidelines.

Overall, the new landscaping and new school building will be more efficient and of higher quality allowing the school to make better use of the site.

	Hereford Brief - 1FE Primary			Strategy 3			Difference	
Space	**No. of spaces**	**HC Brief m²**	**Total m²**	**No. of spaces**	**Area m2**	**Total m²**	**+/-**	**Comments**
Basic Teaching Spaces								
Reception/Y1 Classroom	1	62	62	1	62	62	0	
Y1/Y2 Classroom	1	62	62	1	62	62	0	
Y3/Y4 Classroom	1	62	62	1	62	62	0	
Y4/Y5 Classroom	1	62	62	1	62	62	0	
Y6 Classroom	1	62	62	1	62	62	0	
Additional Classroom 1	1	62	62	1	62	62	0	
Additional Classroom 2	1	62	62	1	62	62	0	Hall reduced to BB103 size to allow for Practical Room noted as key space by school
Practical area / food bay	0	0	0	1	30	30	30	
ICT base	0	0	0	1	0	0	0	
Total			**434**			**464**	**30**	
Main hall	1	180	**180**		150	**150**	**-30**	Hall reduced to BB103 size to allow for Practical Room
Storage								
Coat and bag storage- YR/Y1	1	3	3	1	3	3	0	
Coat and bag storage- Y1/Y2	1	3	3	1	3	3	0	
Coat and bag storage- Y3/Y4	1	3	3	1	3	3	0	
Coat and bag storage- Y4/Y5	1	3	3	1	3	3	0	
Coat and bag storage- Y6	1	3	3	1	3	3	0	
Additional Classroom 1	1	3	3	1	3	3	0	
Additional Classroom 2	1	3	3	1	3	3	0	
Teaching Storage- YR/Y1	1	2	2	1	2	2	0	
Teaching Storage- Y1/Y2	1	2	2	1	2	2	0	
Teaching Storage- Y3/Y4	1	2	2	1	2	2	0	
Teaching Storage- Y4/Y5	1	2	2	1	2	2	0	
Teaching Storage- Y6	1	2	2	1	2	2	0	
Additional Classroom 1	1	2	2	1	2	2	0	
Additional Classroom 2	1	2	2	1	2	2	0	
Specialist walk in stores	3	5	15	1	15	15	0	
Indoor PE equipment storage	1	18	18	1	18	18	0	PE, Table and Stage store combined
Outdoor PE equipment storage	0	0	0	0	0	0	-	
Bulk stock store	1	4	4	1	4	4	0	
Caretakers and maintenance store	1	5	5	1	5	5	0	Combined caretakers and cleaning store
Cleaning store	1	3	3	1	3	3	0	
Table and chair store	1	12	12	1	12	12	0	PE, Table and Stage store combined
Staging/ appliance store	1	4	4	1	4	4	0	
Mobility equipment store	1	2	2	1	2	2	0	Inc. in Specialist Store
Store for community	0	0	0	0	0	0		
Total			**98**			**98**	**0**	
Staff and admin								
Heads office	1	12	12	1	12	12	0	
Staff room work and social	1	33	33	1	33	33	0	
Staff PPA	1	10	10	1	10	10	0	
Senior management office	1	10	10	1	10	10	0	
General office (reception)	1	12	12	1	12	12	0	
Secure reception	1	4	4	1	4	4	0	
Reprographics room	1	8	8	1	8	8	0	
Meeting room	0	0	0	0	0	0	0	
Sick bay	1	3	3	1	3	3	0	
Interview room	1	9	9	1	9	9	0	
Total			**101**			**101**	**0**	

	Hereford Brief - 1FE Primary			Strategy 3			Difference	
Space	**No. of spaces**	**HC Brief m²**	**Total m²**	**No. of spaces**	**Area m2**	**Total m²**	**+/-**	**Comments**
Learning resource area								
Library (learning resource centre)	1	30	30	1	30	30	0	
Small group room	3	11	33	3	11	33	0	
SENco office (SEN resource)	1	12	12	1	12	12	0	
Medical inspection room/ Therapy room	1	12	12	1	12	12	0	
Total			**87**			**87**	**0**	
Non net areas								
Reception toilets	3	2	6	1	6	6	0	Inc. in main T provision
Pupils toilets	10	2	20	2	10	20	0	
Staff toilets	2	2	4	2	2	4	0	
Accessible toilet	1	3	3	1	3	3	0	
Hygiene room	1	12	12	1	12	12	0	
Kitchen facilities (servery)	1	28	28	1	28	28	0	
Total			**73**			**73**	**0**	
Subtotal			**973**			**973**	**0**	
Corridors	-	22.5%	203	-	21.3%	207	4.5	
Boiler room	1	1.5%	13.5	1	1.5%	14.6		
Server	in boiler			in boiler				
Walls	-	4.0%	36		6%	59	23	
Total Gross Internal Area			**1225**			**1254**	**29**	
Additional area								
Nursery class	1	62	62	1		inc.		
Quiet room	1	8	8	1		inc.		
Nursery store room	1	2	2	1		inc.		
Nursery office	1	8	8	1		inc.		
Nursery cloakroom	1	3	3	1		inc.		
Nursery pupils toilets	3	2	6	3		inc.		
Nursery staff toilets	1	2	2	1		inc.		
Nursery entrance	1	2.25%	2	1		inc.		
Total			**93**			**93**	**0**	93m2 nursery footprint allowed for
Total Net Area			**900**			**900**	0	
Total Non-Net Area			**325**			**354**	29	
Gross Internal (Total Building) Area excl. nursery			**1225**			**1254**	29	
Gross Internal (Total Building) Area incl. nursery			**1318**			**1347**	29	Within brief area range

External Areas	**BB103 140 - Pupils**	**Strategy 3 - 140 Pupils**	
External Pupil Area	5,300	5,143	-157
External Non-net area	812	4,065	3253
	BB103 210 - Pupils	**Strategy 3 - 210 Pupils**	
External Pupil Area	6,450	5,055	-1395
External Non-net area	1,043	3,835	2792

Quantitative Assessment of Areas

Area Assessment Key

- **Undersize** — 10% under Hereford Schedule of Accomodation area for 1FE Primary School (e.g Classroom less than >56m²)
- **OK** — +/- 10% over/under Hereford Schedule of Accomodation area for 1FE Primary School (e.g Classroom within 56-68m²)
- **Generous** — 10% Over Hereford Schedule of Accomodation area for 1FE Primary School (Classroom more than <68m)
- **Additional Areas** — Areas that are not in Hereford Schedule of Accomodation area for 1FE Primary School

Qualitative Assessment of Design Suitability

Quality Assessment Key

- **Poor Quality** — Space unsuitable for purpose
- **Adequate** — Space suitable for purpose but not ideal
- **Good Quality** — Positive space suitable for purpose with good educational and envirmental conditions

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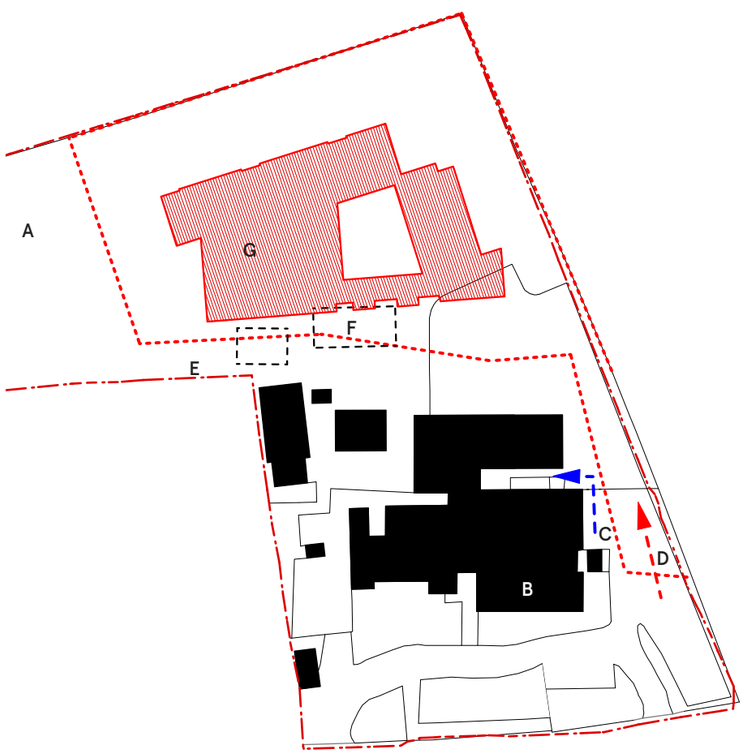
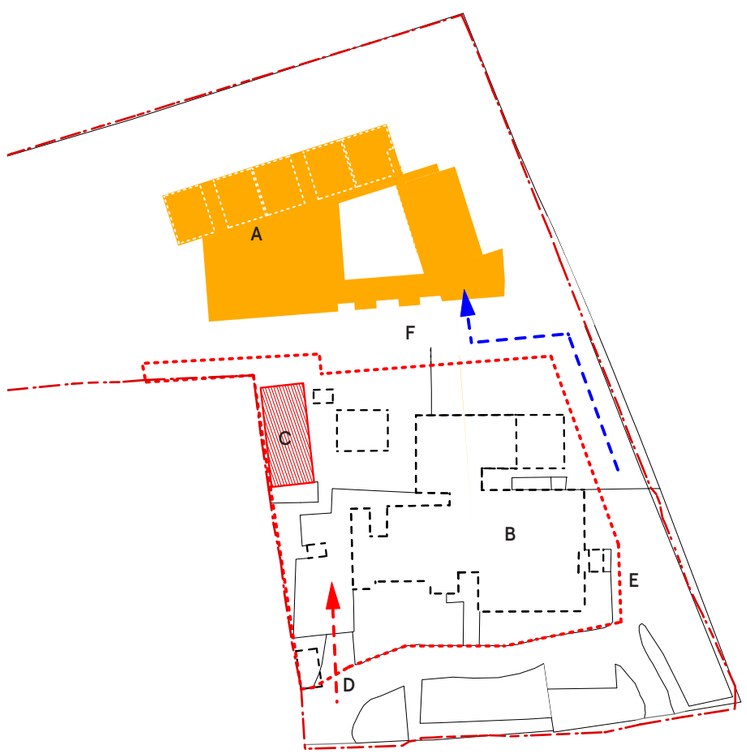
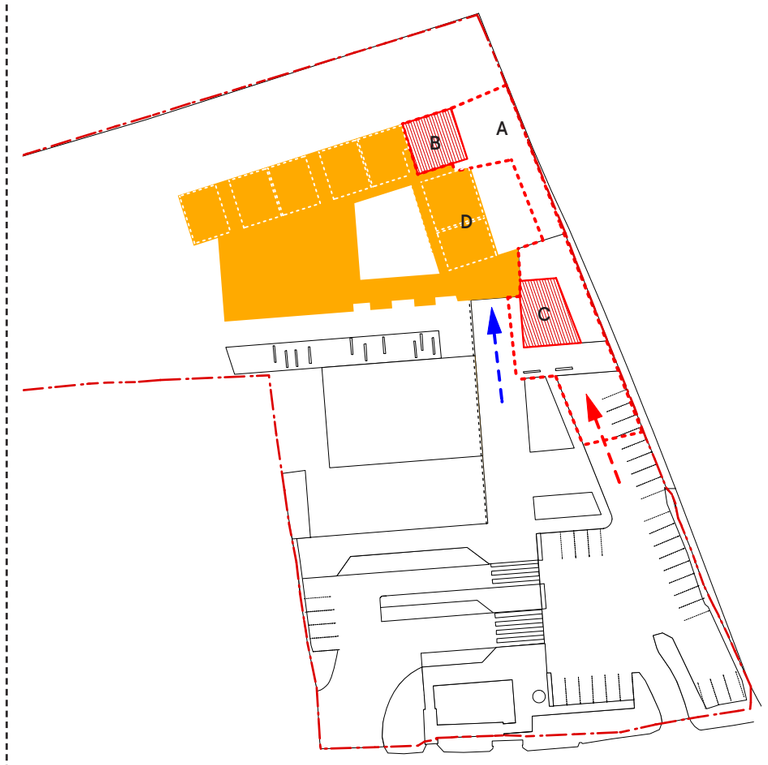
8.4 Strategy 3: Phasing

Phasing Strategy







Construction Phase 1

A. Works to bury overhead electric cables to be carried out prior to commencing construction. Area to be hoarded off as required for the works.

B. Nursery to decant into 'spare' classrooms at the front of the existing building for the duration of the build. Modifications to rooms and WCs may be required prior to occupation.

C. Pedestrian access for school to be fenced off from site access.

D. Contractor's compound and area for vehicle access to be safely established separate from school access.

E. Access to be maintained to playing field during the works.

F. Nursery classroom and polytunnel to be demolished.

G. Construction of building outside of the footprint of the existing school complex allows the existing school to remain occupied during construction.

Construction Phase 2

A. School and nursery to move into completed new building,

B. Existing school buildings to be hoarded off and demolished.

C. Swimming pool to be re-roofed and refurbished.

D. Construction site access to be from west side of the site.

E. Site area and hoarding to forecourt to be moved and phased as required to complete landscaping works whilst allowing access and parking.

F. School playground to be made secure with temporary fencing during construction phase 2.

Expansion to 1FE

A. Site area to be hoarded off for the duration of the construction. Contractor's compound to include area of parking for safe vehicle access.

B. New staff admin areas to be constructed to the east corner of the new school, allowing conversion of previous admin areas to create a new classroom.

C. New nursery building to be built to the front of the school building.

D. Nursery and staff to move into new spaces and old spaces to be converted to provide 2 additional classrooms.

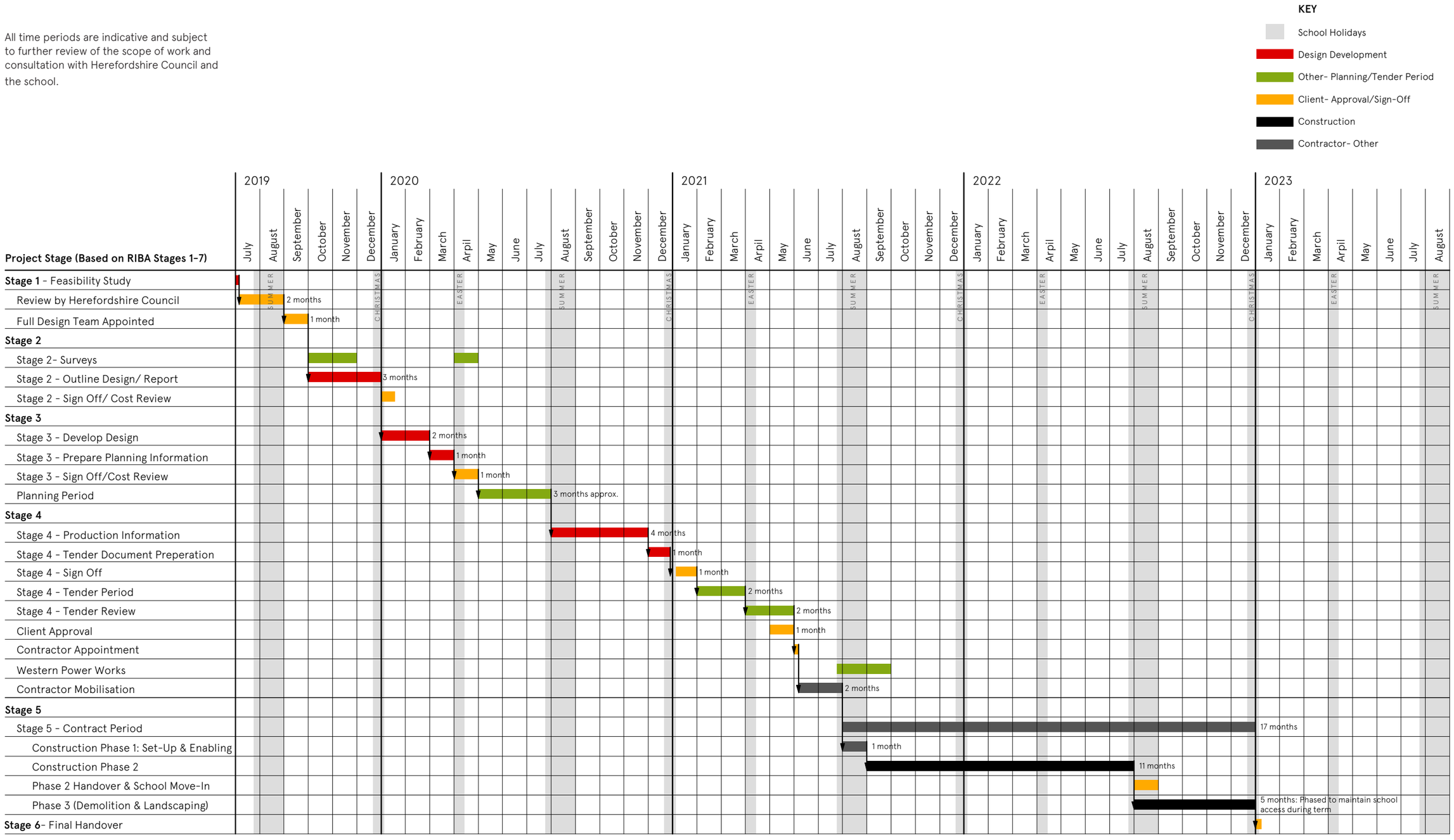
Phasing Key

- School/Nursery access route
- Construction access route
- Construction in progress
- Refurbishment in progress
- Demolition
- Construction Site Compound
- Temporary Structure
- Construction Access
- Construction Complete
- Refurbishment Complete
- Existing Building

8.5 Strategy 3: Programme & Risks

Outline Project Programme

All time periods are indicative and subject to further review of the scope of work and consultation with Herefordshire Council and the school.



Site Plan

- **Primary Teaching Space** Within existing, refurbished space
- **Ancillary Spaces** Within existing, refurbished space
- **Circulation** Within existing, refurbished space
- Existing walls
- **Primary Teaching Space** New-build
- **Ancillary Spaces** New-build
- **Circulation** New-build

Project Risks

Planning
The existing schoolhouse building is described as a 'non-designated heritage asset' by Herefordshire Council Historic Buildings Officer. Demolition of it will need to be carefully and thoroughly justified. This could potentially impact on the planning consent timescale and/or result in design changes.
(Mid Likelihood/Mid Impact)

Ecology
The works will require removal of several trees, building on greenfield land and loss of the pond. Tree and Ecological surveys will be required to assess the potential impact on amenity, habitat, biodiversity and any protected species found on site and mitigation measures taken to protect/ replace habitats if required.
(Mid Likelihood/Low Impact)

Archaeology
Archaeological surveys may be required prior to commencing works. If any archaeological remains are found during the build, this could cause substantial delays and/or design changes.
(Low Likelihood/High Impact)

Flooding
The site is in a valley and close to a flood risk zone 2 so this presents a potential risk for excavation and ground works, which could result in additional cost and delay.
(Mid Likelihood/Mid Impact)

Phasing/Site Logistics
The phased works will allow the school to remain occupied throughout the works without moving until the new school is complete. Access to the site compounds will need to be carefully managed to avoid risks to health & safety, safeguarding and to minimise disruption to the school.
(Low Likelihood/Mid Impact)

Utilities
Costs and time-scale for re-routing of the power cables underground have not yet been confirmed. Any issues encountered on site during the works could impact on the programme and cause delay to start in site.
(Mid Likelihood/Mid Impact)

Asbestos
Full intrusive R+D asbestos surveys will need to be carried out in the existing building spaces after the school has moved out. At present there is a management survey only. A full R+D survey will reveal the full extent of asbestos. Removal of the asbestos roof will need to be carefully planned and managed on an occupied site.
(Mid Likelihood/Mid Impact)

Sport England
Due to the increased provision of parking and drop-off area, the external areas will be reduced from the existing provision. The may need to be justified in terms of improvement of pedestrian safety and existing site constraints. Potential risk of delay or design change.
(Low Likelihood/Mid Impact)

Strategy 3 Rating

Education Brief ■■■■■ 4/5
Capital Cost ■■■□□ 3/5
Phasing ■■■■□ 4/5
Highways ■■■■■ 5/5
Maintenance ■■■■■ 5/5
Project Risks ■■■□□ 3/5

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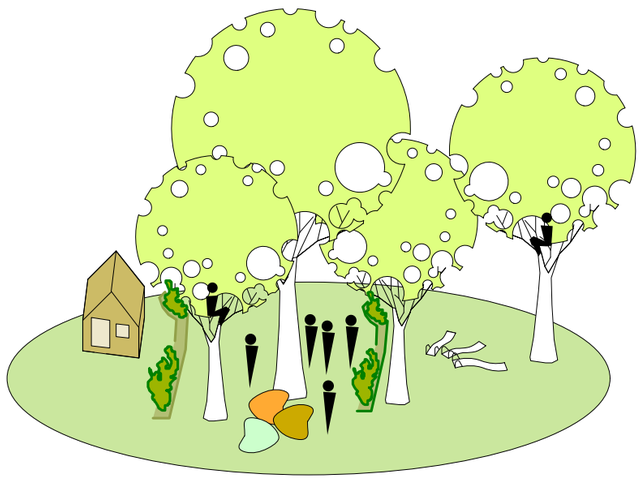
Conclusion



9.0 Costs

Costs

The costs on the adjacent table here show the relative costs for the three development strategies. These are based on notional square meter rates applied for different levels of refurbishment, the new-build construction and different types of external works. With each of the strategies, a relatively high level of preliminaries, overheads and profit have been applied to reflect the complexities of building on an occupied site and the fact that the school's location may not be appealing for contractors and trade sub-contractors which could add a premium to standard market rates. The costs also include a notional allowance for professional fees, a pupil rate for ICT and FFE.

Value Management

There are a number value-management strategies that can be deployed through following design and construction stages. These include;

1. Review the opportunity for modern Methods of Construction (MMC) and/ or off-site construction techniques to reduce the construction period and therefore reduce costs.

2. Review how local, sustainable materials that are not subject to exchange rates and transportation/ delivery costs could be used in the construction.

3. Review the sustainability and life-cycle costing of the capital project. Eg. are there subsidies available for the use of sustainable technologies such as GSHP/ ASHP.

Cost Notes

1. Strategies 1 and 2, include for a low, medium and high levels of refurbishment for different spaces.

2. Strategies 1 and 2 include for a pair of temporary classrooms during the length of the construction period.

3. Strategy 1b includes for the removal and replacement of the roof to the 1970s building (hall and 2 classrooms).

4. Strategies 2 and 3 include for relocating the 66kV power cables below ground. This is based on a notional cost. A quotation from Western Power will be available by mid-July.

Procurement

There are a number of different options for how the project could be procured. These are understood to be;

1. Through Herefordshire Council's development partnership with Engie/ Keepmoat.

2. Through a national or regional framework structure (e.g.. Constructing West Midlands or SCAPE)

3. Through a one-off open tender process through a regional tender portal (e.g. Supplying the South West Portal)

There are advantages and disadvantages associated with each procurement route which can be evaluated with the client team as the project progresses. Due to the location and nature of the strategies presented here and the likely volatility of the construction market between now and Q1 2021, it may be possible that the best value for money is achieved through a procurement method that provides opportunities for local/ regional medium-sized contractors that do not have the same level of national exposure to the market.

	Strategy 1A Renew and Repair	**Strategy 1B** Renew and Repair (plus asbestos roofs replacement)	**Strategy 2** Refurbish & Extend	**Strategy 3** Rebuild
Building Works				
Facilitating Works	£ 183,000	£ 183,000	£ 285,000	£ 294,000
Renew & Repair	£ 1,080,000	£ 1,293,000	£ -	£ -
Refurbish/Remodel	£ -	£ -	£ 700,000	£ -
New build	£ -	£ -	£ -	£ 2,366,000
Extension	£ 1,133,000	£ 1,133,000	£ 1,968,000	£ -
Externals	£ 985,000	£ 1,039,000	£ 919,000	£ 1,152,000
Sub-total	**£ 3,381,000**	**£ 3,648,000**	**£ 3,872,000**	**£ 3,812,000**
Main Contractor's Prelims	£ 541,000	£ 584,000	£ 620,000	£ 610,000
Overheads & Profit	£ 393,000	£ 424,000	£ 450,000	£ 443,000
Sub-total	**£ 4,315,000**	**£ 4,656,000**	**£ 4,942,000**	**£ 4,865,000**
Other Costs				
Professional Fees & Surveys	£ 669,000	£ 721,000	£ 766,000	£ 754,000
Other Project/Dev. Costs	£ 443,000	£ 508,000	£ 1,053,000	£ 770,000
Total	**£ 5,427,000**	**£ 5,885,000**	**£ 6,761,000**	**£ 6,389,000**
Risk	£ 760,000	£ 823,000	£ 801,000	£ 639,000
Inflation	£ 694,000	£ 750,000	£ 894,000	£ 787,000
VAT	Excluded	Excluded	Excluded	Excluded
Nursery	£ 342,000	£ 344,000	£ 454,000	£ 441,000
Swimming pool				
a) New roof only	£ 132,000	£ 132,000	£ 134,000	£ 132,000
b) Extra for full full refurb	£ 150,000	£ 150,000	£ 153,000	£ 150,000

10.0 Conclusion

Purpose of the Study

This feasibility study has evaluated the development options for Peterchurch Primary School that address issues relating to the poor suitability of the existing teaching spaces, the poor condition of the existing school building and the poor layout of the school site.

The study includes observations of all the teaching spaces at the school, the conclusions of the workshops with all the staff and the development of a 'manifesto' that sets out the key educational ambitions of a future capital project. The study also integrates consultation from planning, highways, tree and conservation officers as well as Herefordshire Council's client team.

Three Strategies

This study puts forward three strategies - re-new, re-model and re-build. Each of which has been evaluated against the key objectives and each of which has been assessed in terms of cost, programme, phasing, risks and how well each addresses the educational outcomes.

Each strategy considers how the school could be planned as a 140-pupil school (with 5 classrooms) and, with further expansion, a 210-pupil school (with 7 classrooms). All options look to maintain a nursery that will accommodate 26FTE places.

Each option considers the wider priorities associated with the project to a greater or lesser extent. These include;

1. highways and safeguarding issues at the front of the school site,
2. how the school site can be rationalised to create a logical, efficient and sustainable teaching environment.
3. long-term maintenance issues associated with existing buildings,
4. the suitability of spaces other than classrooms,
5. how development can be carried out in a way that minimises disruption to the operation of the existing school.
6. initial feedback from planning, tree and conservation officers.

Strategy 1: Renew and Repair

This strategy puts forward the lightest-touch approach possible. It retains as much of the existing school as possible whilst providing 5 adequate classrooms. Only the poorest quality spaces are demolished and the remaining existing building repaired, refurbish and extended to provide 2 new classrooms facing the playing field, with ancillary teaching and admin spaces. Existing traffic issues are addressed as far as possible without demolition of the schoolhouse and hall buildings.

This strategy might be the preferred route for development if the priority is to deliver the project to the lowest cost. The outcome of development will improve the quality of the school accommodate and will provide adequate teaching space to the majority of the school building. This strategy will not resolve all the existing building issues identified in this report. The suitability of the school hall and the safeguarding issues associated with traffic will not be addressed.

This strategy reuses the existing building and therefore has the lowest capital cost. However, out of the three approaches it will require the highest level of on-going maintenance and the highest operations cost. In this regard it could be seen to be the least sustainable option.

Strategy 2: Remodel and Extend

This strategy addresses all the existing building issues to some extent but is unable to fully resolve them all. It provides 5 good quality classrooms and a new hall. It retains the parts of the school that are suitable for re-use and/or have been highlighted by planning to be worthy to be retained, due to non-designated heritage value. All other buildings are demolished and a new extension is constructed that houses the hall, an additional classroom and ancillary teaching and admin spaces. Additional parking and improved drop-off and pedestrian access is provided to the front of the site.

This strategy might be the preferred route for development if the desire is to attempt to address all the issues with the existing building, identified in this report, through an approach to expand and remodel the existing building. The outcome of development will improve the quality of the school accommodation and will provide good teaching space to the majority of the school building.

This strategy will not resolve all the existing site issues identified in this report. The safeguarding issues associated with traffic to the front of the site will not be fully resolved. This strategy reuses some of the existing building although proposes extensive work to it, which will likely incur the longest construction programme and is therefore also the most costly and disruptive option. This strategy is also the least preferred development option by the school.

Strategy 3: Rebuild

This strategy puts forward a new school building. It demolishes the existing school in its entirety and builds a new school to the rear of the site and creates two connected playground areas to the front and side of the school building. It fully addresses the issues associated with on-site parking, and drop-off areas and is able to be constructed with the least disruption to the operation of the school.

This strategy might be the preferred route to provide the best possible teaching environment, with a new sustainably-designed building that fully addresses the safeguarding issues associated with the on-site parking and drop-off. This strategy will provide the lowest ongoing maintenance for the future, however comes with risks associated with planning, utilities and Sports England.

Strategy 1: Renew and Repair		Strategy 2: Remodel and Extend		Strategy 3: Rebuild	
Education Brief This strategy retains as much of the existing school as possible whilst providing 5 adequate classrooms. New landscaping provides different types of outdoor space that the existing school lacks.	3/5	**Education Brief** This strategy provides 5 good quality classrooms and a new hall	3/5	**Education Brief** This strategy, for a brand new school, provides the best possible teaching environment with a new sustainably designed building.	5/5
Highways The existing reception play space is re-landscaped to provide a bus drop-off and parking zone however there is still limited parking provision and traffic flow.	1/5	**Highways** Parking and access is significantly improved with designated bus and parent drop-off allowing improved traffic floor. Pedestrians are prioritised and are able to walk on pavements and not across traffic flow.	3/5	**Highways** It fully addresses the safeguarding issues associated with the on-site parking and drop-off with traffic flow both on the site and on the adjoining highway greatly improved. Pedestrians are prioritised and are able to walk on pavements and not across traffic flow.	5/5
Capital Cost This strategy has the lowest capital cost but will require the highest level of on-going maintenance in the future.	4/5	**Capital Cost** This strategy retains only the best quality parts of the existing buildings and fits new extensions around them this results in the highest capital cost out of all three strategies, however their will be less maintenance costs in the future.	2/5	**Capital Cost** The strategy is between strategy 1 and 2, but addresses all of the issues and requirements of the brief.	3/5
Maintenance Much of the existing building is retained, therefore this strategy has the highest level of on-going maintenance in the future.	1/5	**Maintenance** As most of the existing building is demolished, the majority of the maintenance risk and cost is removed.	3/5	**Maintenance** This strategy will provide the lowest on-going maintenance for the future.	5/5
Phasing Phased works will allow the school to remain occupied throughout construction but will require decanting between spaces between phases. This will be disruptive to the school and presents programme risks.	2/5	**Phasing** This strategy results in the most disruption to the school due to the multiple phases and number of times the school are required to move spaces to allow the site to remaining occupied during the works.	1/5	**Phasing** The new school can be constructed while the existing school remains fully operational therefore resulting in the least disruption to the school.	4/5
Project Risks Key risks; planning in relation to the existing schoolhouse, habitat and biodiversity loss, flooding, phasing of works and site access with regards to health and safety, programme and costs, temporary and new utilities and asbestos following a full intrusive R&D survey.	2/5	**Project Risks** Key risks; planning in relation to the existing schoolhouse, habitat and biodiversity loss, flooding, phasing of works and site access with regards to health and safety, programme and costs, temporary and new utilities and asbestos following a full intrusive R&D survey.	1/5	**Project Risks** Key risks; planning due to demolition of existing schoolhouse, habitat and biodiversity loss, flooding, new utilities and underground cable costs still to be confirmed, asbestos following a full intrusive R&D survey, Sports England due to reduction in playing field.	3/5

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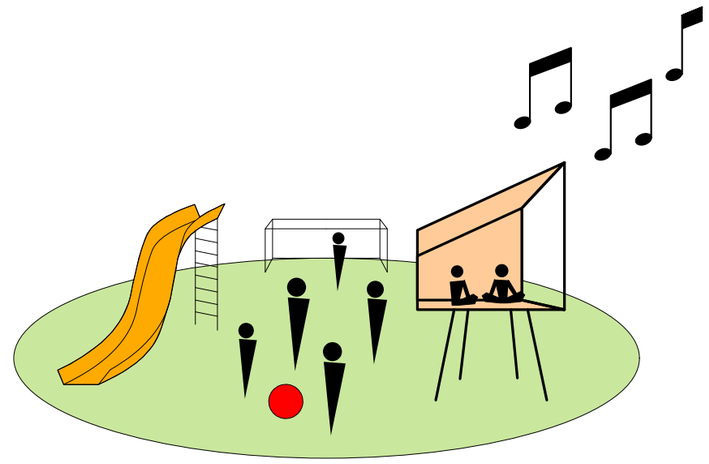
Appendices



Herefordshire Council

Meeting:	**Cabinet**
Meeting date:	**3 December 2020**
Title of report:	**Hereford Transport Strategy Review**
Report by:	**Cabinet member for infrastructure and transport**

Classification

Open

Decision type

Key

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

Wards affected

Countywide with emphasis on Hereford City Wards

Purpose

To consider the findings of the Hereford Transport Strategy Review and the Peer Review of the South Wye Transport Package and Hereford Transport Package, recommendations made by the general scrutiny committee and determine any strategy proposals to be taken forward.

Recommendation(s)

That Cabinet:

(a) notes and considers the review findings and the recommendations and comments of the general scrutiny committee;

(b) determine if there is a preferred strategic transport package or combination of packages which cabinet would like to take forward;

Further information on the subject of this report is available from
Steve Burgess, Tel: 01432260968, email: sburgess@herefordshire.gov.uk

(c) agrees the recommendations A to M of the general scrutiny committee which are set out at Appendix E;

(d) seeks a further report to set out the implications of taking forward the preferred package and to confirm authority for subsequent work to proceed; and

(e) determine how it wishes to proceed with the regard to the two road schemes (the southern link road and western bypass) including:

i. stopping either or both schemes;
ii. continuing to pause either or both schemes;
iii. undertaking further review of either or both schemes; and
iv. progressing either or both schemes.

Alternative options

1. Six strategic transport packages, have been developed as part of the Hereford Transport Strategy Review. Their performance relative to key objectives, outcomes and deliverability criteria is set out in the technical report included at Appendix A. The packages are as follows:

Active Travel Package

- Package A (active travel): Walking and cycling, safer routes to school, low traffic neighbourhoods, behavioural change campaign, transport sharing schemes and mobility hubs

Active Travel and Bus Improvements Package

- Package A+B (buses): Active Travel ***combined with*** electrification of the urban bus fleet, school bus services, demand responsive bus services and bus priority measures

Active Travel and Bus Improvements and Demand Management Package

- Package A+B+C (demand management): Active Travel and Buses ***combined with*** demand management measures and intelligent transport systems

Active Travel and Demand Management and Road Link Packages

- Package A+C+D: Active Travel and Demand Management ***combined with*** western bypass (including southern link road)

- Package A+C+E: Active Travel and Demand Management ***combined with*** eastern link (Rotherwas to Ledbury Road)

- Package A+C+F: Active Travel and Demand Management ***combined with*** an eastern river crossing (Rotherwas to Hampton Park Road)

2. Package A+C+D includes both the southern link road and western bypass. These two major road schemes are included in the adopted local transport plan strategy and have been progressed as major transport schemes. In October 2019 the decision was taken to pause both of these road schemes pending the outcome of the strategy and peer reviews set out in this report. In considering which strategic package or combination of packages to take forward cabinet should also determine the next steps for the southern link road and western bypass. The alternative options are identified in the recommendation and include:

    i. stopping either or both schemes
    ii. continuing to pause either or both schemes
    iii. undertaking further review of either or both schemes
    iv. progressing either or both schemes

.

Key considerations

3. Herefordshire Council has declared a Climate Emergency and set a target of zero carbon emissions by 2030 at their meeting in Sept 2019. The decision was taken to pause and review the new road elements of Hereford and South Wye Transport packages on 22 October 2019 (report located here) and the purpose and scope of the review was confirmed in the cabinet member decision of 24 January 2020 (report located here):

    Purpose of the review

    - ensure that the council's decision making is fully informed by the latest information and best practice;
    - ensure any major scheme has a positive impact on the county to address travel issues, such as congestion and air quality, as these schemes have a permanent impact upon the environment which last for generations to come; and
    - understand how alternative options [to the southern link road and western bypass] address emerging local and national policy such as those resulting from the declared climate emergency, considering new solutions and approaches which have developed over the last twenty years and which are now being implemented in other urban areas.

    Scope of the review

    - A review of the transport strategy for Hereford City (the Hereford Transport Strategy Review – HTSR) including assessment of alternative options to the southern link road and western bypass. This review work would need to include public consultation and stakeholder engagement (Element 1); and
    - A peer assessment of the evidence base for the HTP and SWTP and consideration of the road schemes in the context of emerging policy and guidance on climate emergency (Element 2).

4. Whilst it was agreed that the review (comprising both the peer assessment and the transport strategy review) would conclude by 31 July 2020, the strategy review programme was affected by the covid pandemic resulting in the need to redesign and allow more time for stakeholder engagement. In addition, more time was required for briefings to confirm the combination of packages for assessment during the final stage of the review and to procure a critical friend assessment of the draft review report and for this to inform final reporting. As a result, the review has taken around 8 weeks longer than originally envisaged and this has impacted the original scrutiny timetable.

Element 1 - Hereford Transport Strategy Review (HTSR)

Context for the HTSR

5. In taking the decision to undertake the HTSR it was important to understand how a review of the transport strategy might inform alternative options to the southern link road and western bypass to address current and future transport demands. It was also important to understand how a review of the strategy might help address emerging issues such as those resulting from the declared climate emergency and to consider new solutions and approaches which were being implemented in other urban areas.

6. Since the decision was taken to undertake the HTSR, government has published its discussion paper 'Decarbonising Transport – setting the challenge' on 26 March 2020 which outlined its intention to:

    - work with others to develop a transport decarbonisation plan to be published later in 2020
    - set out the challenge we need to meet to reduce transport emissions and ensuring we reach net zero transport emissions by 2050
    - review existing climate policy in transport
    - reviews of existing forecasts of future transport emissions from each mode of transport and as a whole

7. The shift in government policy indicated in the discussion paper would appear to provide support for the aims agreed for the HTSR. Government states in the paper that it aims to:
    - help make public transport and active travel the natural first choice for daily activities
    - Support fewer car trips through a coherent, convenient and cost-effective public network; and explore how we might use cars differently in future
    - Encourage cycling and walking for short journeys
    - Explore how to best support the behaviour change required

8. The timing of this review is consistent with council's original intention when adopting the current Local Transport Plan (LTP). The Local Transport Plan 2016-31 (the current transport strategy covering Hereford city as well as the wider county) was adopted in May 2016 and, following a recommendation by the general scrutiny committee at its meeting of 19 January 2016, council resolved that that it would be reasonable to review the strategy within 5 years of its adoption which would be by 2021. Further, reviewing transport locally is in line with current national policy already referenced (Decarbonising Transport) and the statement issued by the Transport Secretary, Grant Shapps - ***"We want public transport and active travel to be the natural first choice for our daily activities. An important aspect of reducing emissions from transport will be to use our cars less and be able to rely on a convenient, cost-effective and coherent public transport network".***

The strategy review process

9. As set out in the decision of January 2020, the Hereford Transport Strategy Review has been undertaken by WSP procured through the Balfour Beatty Living Places public realm contract. The decision confirming this commission was taken on 10 March 2020 committing part of the agreed budget with a subsequent decision 16 June 2020 committing the remaining budget.

These decisions have been published on the councils website:

http://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?ID=6701

http://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?ID=6947

10. The review has considered transport issues and solutions in Hereford from first principles and has followed established process for strategy development. A key component of this approach was to incorporate new public and stakeholder engagement and consultation so that problem identification, objectives, option development and identification of preferred options could be tested in respect of public acceptability. The process (summarised below) is in line with government guidance and best practice in relation to reviewing and future proofing a transport strategy and has comprised of the following steps:

    - Defining the transport challenges
    - Establishing a baseline of current conditions
    - Setting objectives
    - Identifying options
    - Assessing options both in isolation and combined as packages
    - Public consultation and stakeholder engagement
    - Technical Reporting

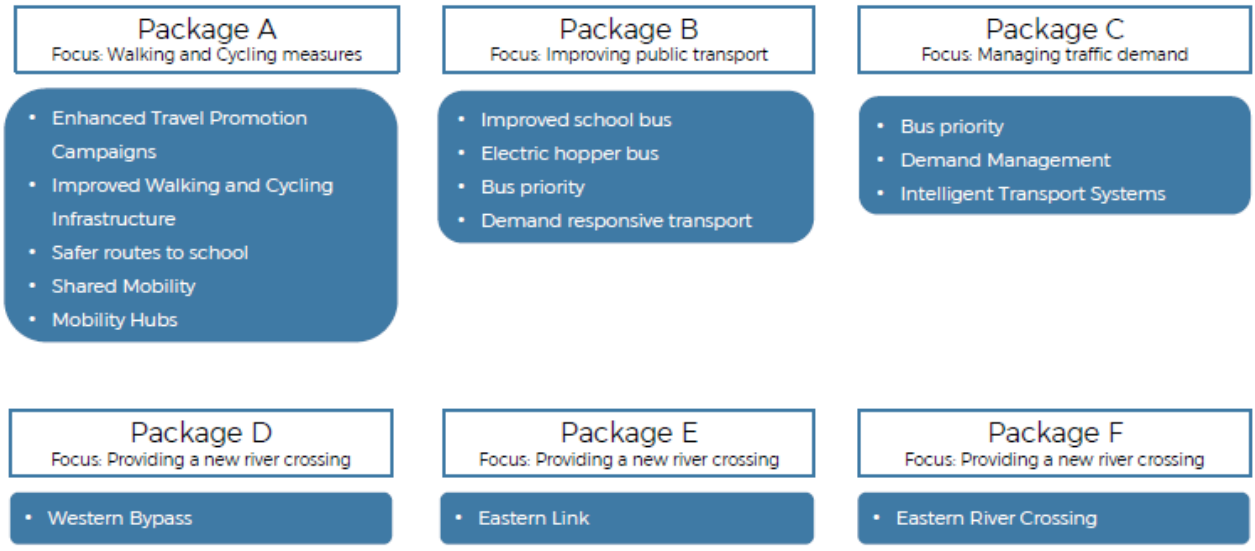
11. The key elements of the engagement programme have included:

    - Public consultation on transport issues in Hereford (February to April 2020)
    - Engagement and consultation with council members and stakeholders for feedback at the following stages:
        i. Evidence base/challenges/objectives/options and appraisal framework (April 2020)
        ii. Option Assessment and approach to packaging (June-July 2020)
    - Transport seminar for all councillors to explore best practice transport solutions and innovations (August 2020)

12. The full technical report of the HTSR is included at Appendix A and provides detail on each component of the review from developing the evidence base, setting objectives, identifying objectives to assessing packages of interventions. It also sets out how consultation and engagement has informed the review as it has progressed. Whilst not part of the original scope of the review, cabinet requested that officers arrange for a critical friend to review the final draft technical report as an independent logic check of work which has been undertaken and to support interpretation of the review report. Additional time was added to the end of the review programme to allow for the critical friend findings to inform final revisions to the HTSR which are included in the report appendix A. A copy of the Summary Findings provided by the critical friend are included at Appendix B.

Review Findings

13. Following assessment of 18 individual transport options 14 where taken forward and these were grouped into the following themes:



14. The review then sought to develop combinations of these grouped interventions into strategic transport packages which could be assessed using the package assessment framework and help indicate the relative merits of different approaches to addressing the city's transport challenges:

- Package A: **Active travel** (focus on cycling and walking)
- Package A+B: Active travel **+ investment in bus**
- Package A+B+C: Active travel + bus + **demand management**
- Package A+C+D: Active travel + demand management + **western bypass** (including southern link road);
- Package A+C+E: Active travel + demand management + **eastern link** (Rotherwas to Ledbury Road link); and
- Package A+C+F: Active travel + demand management + **eastern river crossing** (Rotherwas to Hampton Park Road link).

Active Travel

15. Package A has the highest value for money of all the packages and includes a range of transport interventions which government already supports through funding/bidding programmes and is likely to continue to support having regard to recent policy statements (Decarbonising Transport/Gear Change). It includes measures which have broad public, stakeholder and member support, and represents a group of measures which are already included in the adopted transport strategy albeit at a lower scale of investment. These are also measures which support low carbon travel and are relatively quick to implement with lower delivery risks and/or costs than the measures included in Packages B-F. As such cabinet

agreed that Package A should be considered both on its own and in combination with each of the other 5 themed packages.

Investment in buses

16. Combining Package A with the bus investment package (Package B) was considered sensible as investment in bus services was also universally supported in consultation and engagement and also represented a more significant low carbon option than Package A on its own. It also represents a more inclusive package noting that people with limited physical mobility may not be able to take up the improved opportunities for walking and cycling focused on in Package A.

Managing traffic demands/intelligent transport systems

17. The addition of demand management and intelligent transport systems (Package C) would enable assessment of the role which demand management might play in increasing modal shift in the context of greater investment in active travel and buses. It is also combined with the road scheme elements (D-F) recognising the importance of helping manage any induced traffic demand which can occur when additional highway capacity is provided.

New Road Schemes

18. Packages D-F relate to providing new road schemes to the west and east of the city. Whilst there was limited support for new roads amongst stakeholders there was significant support in public consultation. In addition, whilst the new administration wishes to consider the need for new roads it is also concerned about the resilience of the city's current transport network and the significant impacts of incidents on the river crossing and key radial routes and the increasing challenges presented by flooding and the resulting network disruption.

19. Package D includes both the southern link road and western bypass – the two major road schemes which have been paused pending this strategy review and the peer review set out at paragraphs 25 to 30. It was considered important to include this package alongside the other new road options (Packages E and F) in order to ensure that the consideration of future strategy could allow for comparison with the schemes currently paused and being reviewed.

20. It was considered sensible to combine each new road proposal (Packages D/E/F) with demand management alongside the active travel package as evidence indicates that creating additional highway capacity results in induced demand and hence limit the congestion relief which these schemes are intended to address. The HTSR report and critical friend summary of findings provide further details on induced demand.

<u>Package assessment and review conclusions</u>

21. The assessment of the packages followed a similar process to the individual transport option assessments. However, following feedback from members and stakeholders the assessment framework was refined to include consideration of embodied carbon as well as an assessment of operational carbon noting that this will provide a more comprehensive view on the carbon impacts of the package combinations and in anticipation that this will become an increasingly significant component of national policy guidance in respect of all new major infrastructure projects.

22. A summary of the performance of each package with key consideration and risks for each is set out in chapter 7 of the technical report and a comparison between the packages is included at chapter 8. High level costs for each of the packages are included also at chapter 8.

23. In finalising the review, technical feedback was provided by Mott MacDonald acting as a critical friend. The critical friend summary of findings, set out in full at Appendix B, included a number of comments which have informed final revisions to the review report (Appendix A). Whilst the critical friend has not found any significant issues relating to the robustness of the work undertaken for the review the technical feedback has enabled improvements to be made in the following areas:

    - Balancing and clarity of reporting in relation to objectives
    - Clarifying how options have been packaged and signposting to the performance of individual elements to help clarify relative contributions to overall performance
    - Confirming the significant uncertainties resulting from covid and reducing the emphasis on modelled outputs

24. It should be noted that the general overview and scrutiny committee has considered the technical work undertaken for the review at its meeting of 9 November 2020 and has provided a range of recommendations for cabinet to consider and these are provided with comments at Appendix E.

Element 2

Peer Review of the Hereford Transport Package (HTP) and South Wye Transport Package (SWTP)

25. The Peer Review for the HTP and SWTP schemes has been undertaken by Mott MacDonald (Motts), transport consultants. Motts were awarded the contract for this work which followed a procurement process in accordance with the council's contract procedures rules and details of the decision to award the contract are set out at:

    http://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?ID=6757

26. The Peer Review considered 4 technical aspects of each package:

    - Have they been developed in accordance with Department for Transport (DfT) guidance in relation to major transport schemes?
    - Is the evidence base sound?
    - Have the decisions to progress the package been sound and justified?
    - How might changing national policy in relation to climate emergency impact the further development of these packages?

27. The Peer Review reports produced by Motts are included at Appendix C and D to this report and set out their findings in full and provide details of the process which was followed in reviewing the technical evidence and decision reports for both packages.

28. In summary, Motts findings in respect of their peer review of the HTP and SWTP are as follows:

Table 1: Peer Review Summary Findings: South Wye and Hereford Transport Packages

Peer Review Element	South Wye Transport Package	Hereford Transport Package
1. Has the package been developed in accordance with DfT guidance on major transport schemes?	Work undertaken since 2018 is in accordance to DfT Transport Appraisal Guidance (TAG) and its recommended Transport Appraisal Process	Work undertaken since 2018 is in accordance to DfT Transport Appraisal Guidance
2. Is the evidence base sound?	Technical evidence for the package is sound but if work is progressed there would be technical issues to address relating to the Economic Appraisal Report, Economic Case and Traffic Forecasting Report.	Technical evidence for the package is sound but if work is progressed there would be technical issues to address principally relating to the consideration of alternative options alongside, and for comparison with the preferred option. Alternatives should be included at Stage 2 of the DfT recommended Transport Appraisal Process set out in TAG
3. Were decisions to progress the packages sound and justified?	The decisions taken to progress the package have followed technical evidence and include good levels of stakeholder engagement and demonstrate support in terms of external challenge through core strategy Examination in Public and DfT oversight.	The decisions taken to progress the package have followed technical evidence and include good levels of stakeholder engagement and demonstrate support in terms of external challenge through core strategy Examination in Public. As the HTP had not progressed to the same extent as the SWTP there had been no detailed engagement with DfT to provide oversight of the evidence base.
4. How might changing national policy in relation to climate emergency impact the further development of these packages?	Whilst national policy commitments in relation to reduction in greenhouse gasses and net gain in relation to biodiversity have been set out these are still being incorporated within DfT technical guidance in relation to major transport schemes. Notwithstanding this lag in technical guidance catching up with national policy, Motts consider that the evidence base for the SWTP and HTP are likely to be deficient in these policy requirements and emerging technical guidance and have advised that these aspects would need to be	

	reviewed in respect of both packages were they to be progressed.

29. In conclusion, the Peer Review of the SWTP and HTP has found that both packages have been developed with a sound evidence base which has followed DfT guidance and decisions taken by the council have been justified in terms of technical recommendations. Motts have identified technical issues which they consider would need to be addressed if either package is progressed which relate to the need for more up to date technical work to be undertaken in relation to both packages. In relation to the HTP, Motts considered that alternative options to the western bypass had been discarded too early in the appraisal process and suggest that alternative options (to the road scheme element) which could fulfil strategy objectives are reconsidered in the next stage of the Hereford Transport Package development if the council wish to pursue DfT funding through its major transport scheme business case process. It is important to note that a number of the more recent technical reports which were reviewed had not been finalised due to the decision to pause and review these projects and the advice provided could be addressed if either package is progressed.

30. In their broader conclusion relating to the possible impacts of national policy changes relating to greenhouse gasses and biodiversity Motts note that the DfT's technical guidance is not yet fully developed in relation to the national policy but consider that this is likely to impact the progression of both packages. On this basis Motts have advised that it is likely that both packages would need to be refreshed to more fully consider these important aspects in the event that the council wished to progress either.

31. Whilst the peer assessment work was also presented to and discussed by the general scrutiny committee (at its meeting of 9 November 2020), committee did not make any recommendations relating to this work.

Community impact

32. This review has been undertaken in the context of the County Plan 2020-24, adopted by council February 2020 which sets out that:

> "We know that in the future transport systems must, and will, change, so we need to rethink our investment now in transport infrastructure to tackle the 21st century challenges of climate emergency and to support the wellbeing of our population. This will be central to the review of the Hereford bypass and southern link road schemes and the urgent update of our Core Strategy and planning policies."

33. Chapter 2 and 3 of the technical report at Appendix A provides details and the evidence base of the wider impacts of transport on local communities. The most significant impacts have been captured in the identification of 16 outcomes which relate to 4 overarching transport objectives:

    - **Climate Emergency**: Reducing carbon emissions from the transport sector to meet 2030 local target for net zero emissions.

    - **Economy**: Creating a resilient transport system which allows reliable and efficient movement of people and goods and which supports more sustainable development and a thriving local economy.

- **Environment**: Reducing air pollutants to create attractive and high quality places to live, work and visit whilst also protecting, conserving and enhancing the natural environment and Herefordshire's built environment.

- **Society**: Providing an affordable, safe and secure transport system for all sectors of society which facilitates improved public health and has limited adverse impacts on communities.

34. These objectives and the 16 supporting outcomes align closely with the county plan's ambitions for environment, community and economy and have been used to form an assessment framework to understand how each of the 6 strategic transport packages perform, indicating potential impacts from large beneficial to large adverse. Chapter 7 of the technical report provides commentary on package performance in relation to each of the outcomes and chapter 8 provides a relative comparison between the packages.

Environmental Impact

35. The review has specifically identified key objectives in respect of environmental impacts and climate emergency which are expressed by 8 outcomes. These are identified in chapter 4 of the technical report. In summary, these outcomes assess package contributions to carbon reduction (operational and embodied carbon), reducing the need to travel by private motor vehicle, impacts on air quality, and impacts on natural and built environment.

36. In progressing the review each of the 18 original transport options was assessed in relation to these outcomes and then this was repeated for the assessment of the 6 strategic package combinations. At the package assessment stage an additional indicator was included to provide a qualitative assessment of embodied carbon in addition to operational carbon and this has informed the final performance outputs.

37. Commentary on the performance of each package in respect of these outcomes is included at chapter 7 of the technical report. Commentary on the initial 18 individual options assessed against these outcomes is included at appendix B of the technical report.

Equality duty

38. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

    A public authority must, in the exercise of its functions, have due regard to the need to -

    (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

    (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

    (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

39. An equality impact assessment will be undertaken of any preferred package or combination of packages which cabinet determines to take forward following this review.

40. In progressing the review the council established a stakeholder reference panel of representatives who could help inform development of proposals and feedback on how options had been assessed. This included local groups with a specialist understanding of disability. Details of the SRP are included at appendix A of the technical report.

41. The assessment of options and packages of options has taken into account a range of outcome indicators which provide an assessment of impacts on society and this includes the following outcome O14 and indicator 14.1 which considers those with protected characteristics.

O14: All sectors of society have easy and affordable access to the services and facilities they need	14.1 What impact does the option have on meeting the accessibility needs of all sectors of society, including those with protected characteristics or those without access to a car?

42. All 18 long listed transport options were assessed in relation to this indicator and all but one of the options was considered to have neutral or beneficial impacts. The removal of traffic signals on the A49 was considered to have a large adverse impact on this indicator due to potential impacts on people with physical impairments, visual impairments and older people and this option was subsequently discarded during the course of the review.

43. In terms of the 14 options which were retained and formed the basis for the 6 strategic packages none result in adverse impacts in relation to indicator 14.1. As all package options include measures to improve pedestrian access disabled people will be directly supported. Package B focuses on improved public transport and this is considered to support older people and disabled people. The assessment notes that the detailed design of interventions can also be tailored to support people with protected characteristics and this would apply to the behavioural change campaign and demand management measures which might, for example, include exemptions/discounts for disabled people.

44. Whilst at this stage most options have not been subject to detailed design, the infrastructure measures which would change the physical characteristics of the transport network will be subject to the appropriate design standards and will follow the principles set out in the governments 'Inclusive Transport Strategy' 2018 if they are to be taken forward.

Resource implications

Review costs

45. The review costs to date include:
    - Hereford Transport Strategy Review - £405K
    - Peer Assessment of the South Wye and Hereford Transport Packages - £78K

46. The costs of the Peer Assessment are within the agreed funding envelope of £91K set out in the January 2020 cabinet member report. Whilst the cost of the HTSR has exceeded the original funding envelope of £360K set out in the cabinet member in his decision of January 2020, a further decision was taken 9 October 2020 confirming additional budget of £45.5K to cover the increase costs resulting from the following additional work:
    - Assessment of a greater number of transport packages than commissioned
    - Additional costs associated with stakeholder engagement resulting from covid impacts

- Engagement of an independent critical friend
- Retention of consultancy support after final report submission to provide expert input during the governance process

Strategic Transport Package Costs

47. Taking forward any of the packages will require revenue and capital resources. It is anticipated that external sources of funding will be required to deliver any of the packages alongside existing Economy and Place budgets and the Councils capital programme.

48. Determining the strategy for the longer term provides the basis for planning, allocation of local resources and bids for external funds. Local resources which the council determined to allocate to delivery of schemes could include base revenue budget, prudential borrowing, sale of capital assets or developer contributions.

49. The process of developing a preferred strategic transport package would provide the council with a greater opportunity to develop and submit funding bids should further opportunities arise. In progressing any preferred strategy it will be important to keep funding opportunities under review and to maintain flexibility such that bids might be submitted for individual interventions alongside packages of interventions.

50. The government is due to produce a National Bus Strategy for England and has promised to set out a long-term funding settlement alongside a review of existing bus funding. It is anticipated that further revenue funding for transport might also come forward from the government's development of its decarbonising transport proposals.

51. All packages would require additional capital funding for full delivery. The government has developed a number of programmes which provide capital funding for a range of different transport schemes and this could be a route for additional capital funds.

52. Government programmes which provide capital funding for transport schemes include:
    - local growth deal programme managed by local enterprise partnerships (such as the Marches LEP),
    - large local major transport schemes programme which DfT seeks views on priorities from the regional transport partnerships (such as Midlands Connect).
    - the Housing Infrastructure Fund, MHCLG
    - Towns Deal, MHCLG
    - schemes on the strategic road network managed by Highways England are funded through the Route Strategies and Designated Funds
    - various programmes to accelerate the introduction of electrification of fleet and charging points.

53. In addition to these established programmes government has also indicated in its Gear Change publication £2b additional funds (for the next 5 years) for walking and cycling. It also identifies its intention to create:
    - low traffic neighbourhoods
    - school streets
    - 12 'mini Hollands' outside of London
    - At least one zero emission city

Next steps - progressing a preferred package

54. Economy and Place directorate budgets incorporate an element for transport strategy development. Whilst the nature of additional technical work will be dependent on the cabinet's preferred transport package or combination of packages, officers will need to make a further report to confirm the budget required to develop a detailed plan and scope for the development and delivery of the preferred strategic transport package. Strategy development work would need to be funded from Economy and Place Directorate revenue budgets or external sources if required.

Resource implications in relation to the two paused road schemes

55. As cabinet will also be confirming how it wishes to proceed with the road schemes included in the South Wye Transport Package and Hereford Transport Package there are resource implications relating to those two projects which cabinet will need to take into account in reaching its decision. In summary this will include:
    - Following the withdrawal of the growth deal funding for the SWTP by the Marches LEP in January 2020 there is currently no external funding in place to progress the South Wye Transport Package
    - Local capital funding secured through prudential borrowing has been allocated in the adopted capital programme for the current Hereford Transport Package with around £4m remaining. In the event that the western bypass is stopped it is considered that these funds could be either re-allocated to other capital programme priorities or withdrawn from the programme to repay debt subject to the normal governance process.
    - Both schemes have been progressed using capital funds and if either is stopped, incurred capital costs will need to be funded from revenue i.e. a transfer from an appropriate revenue reserve. The amount of capital costs in relation to each scheme for which revenue reserves would need to be allocated are:
        i. SWTP - £7.3m
        ii. HTP - £4.1m
    - The Marches LEP has terminated the grant agreement for the SWTP funding and demanded repayment of growth deal funds allocated to develop the South Wye Transport Package amounting to £3.8m. This decision has no bearing on the repayment request as the agreement has already been terminated.

Legal implications

56. This report to cabinet requires their consideration of the technical documentation on the Hereford Transport Strategy Review including the peer review of the HTP and SWTP schemes, to determine if there is a preferred strategic transport package or combination of packages to be taken forward and to determine how to proceed with the referred to schemes, taking into account the recommendations made by General Scrutiny committee.

57. In determining which, if any, package or packages, or scheme to proceed with, cabinet will need to take into account the financial implications and restrictions referred to in paragraphs 45-55 including any required uplift in budget for the schemes or for further technical work. Cabinet will also need to consider government guidance, best practice and the up to date information in this report and appended documentation.

58. This is a key decision because of the significant strategic nature of the decision. Should cabinet wish to consider recommendation e (i) this would be a decision contrary to the council's existing policy framework namely the Local Transport Plan and Core Strategy. This is a decision that only council can take and therefore Cabinet can only at this meeting make a

recommendation for consideration at a full council meeting. This may also apply to recommendation (b) depending on whether the preferred package or combination thereof is outside of the existing budget or policy framework.

Risk management

59. Risks associated with the recommendations set out in this report are summarised below.

Risk	Mitigation
Financial	
Financial implications in relation to not progressing the western bypass or southern link schemes are set out in the resource implications section.	Costs associated with decapitalising either or both of these schemes would need to be met from revenue reserves. An appropriate governance decision would be required to confirm the allocation of these funds and any changes to the adopted capital programme.
Potential requirement to repay £3.8m local growth deal funds allocated to the SWTP.	This decision has no bearing on the repayment request as the agreement has already been terminated.
The development of strategic options considered within the review has been appropriate for consideration of strategic priorities. However, further revenue budget would be required to develop detailed scheme proposals to a point at which they could be funded through capital programme funds. This would need to take into account any additional works requested by cabinet including any further assessments recommended by general scrutiny committee which cabinet is minded to agree.	A further report will be required following cabinet's determination of its preferred transport strategy which would set out the revenue costs and funding associated with further development of the strategy.
Policy and strategy	
This decision could confirm the cabinet's intention to change transport policy as identified in the adopted local transport plan (LTP). It is likely that any substantive change to the LTP policy would require agreement of full council as the LTP forms part of the council's policy framework. Similarly, any decision which makes substantive changes to the local transport plan strategy could also impact policy in the core strategy.	If required cabinet may seek to agree changes to the LTP through a report for the consideration of the full council. The 5 year assessment of the core strategy to consider whether it is up to date or needs to be updated has been undertaken and concluded that it requires a full update. A detailed project plan setting out the timescale for the update of the core strategy is due to be considered by December 2020 and this will inform how any potential transport strategy changes

	could be incorporated in a revised and updated core strategy.

Consultees

60. The Hereford Transport Strategy Review has included communications, consultation and engagement with the public, council members and stakeholders.

61. People directly affected by the southern link road and western bypass and other individuals and organisations which have taken part in previous transport consultations and expressed an interest in strategy development have received direct communications to explain the purpose of the review and ability to feedback comments through online consultation.

62. Public consultation was undertaken via an online survey which enabled anyone wishing to take part to provide detailed comments on the city's transport network with an interactive map and separate questions to help inform specific aspects of the overall strategy. Key elements of the consultation were to capture the public's views on transport outcomes priorities and views on which types of transport interventions would be supported. The online consultation ran from February to April and resulted in 2163 responses from 1044 respondents. The outputs from the consultation were taken into account during the review and have informed assessing the key challenges, setting objectives and consideration of transport options.

63. A Stakeholder Reference Panel (SRP) was also established comprising a range of interests at local, regional and national level to help inform the review as it progressed. The SRP and all council members were consulted at two key stages of the review:

    i. Evidence base/challenges/objectives/options and appraisal framework (April)

    ii. Option Assessment and approach to packaging (June-July)

64. This engagement comprised explanatory information about the review and the process being followed, updates on technical work and consultation to help inform next stages. Details of the consultation feedback are included in the main technical report. A list of the organisations invited to take part in the SRP is included in the technical report at Appendix A.

65. In addition to engaging members on the technical information being developed during the course of the review a transport webinar was held for all members in August. The webinar was arranged to explore best practice transport solutions and innovations and provide helpful context both for the challenges identified in the review and some innovative solutions. A recording of the video of the session was made and has been shared on the council's youtube channel:

    - https://www.youtube.com/watch?v=5KQED0aujI4

66. The review findings were reported to the General Scrutiny Committee meeting of 9 November 2020. Committee was requested to provide any comments and recommendations which it would like cabinet to take into account in its consideration of the review findings. A summary of the recommendations made by the General Scrutiny Committee is included at Appendix E to enable cabinet to confirm whether it accepts or rejects these recommendations.

67. Political groups have been consulted via email correspondence to all members on 30 October 2020 asking them to advise group leaders of their comments by 9 November 2020 for response by political groups by 13 November 2020. A summary of the consultation comments

and response for consideration by cabinet is included at Appendix F.

68. It is anticipated that further consultation will be undertaken following determination of any preferred strategy package.

Appendices

Appendix A: Hereford Transport Strategy Review – Technical Report

Appendix B: Hereford Transport Strategy Review - Critical Friend Summary of Findings

Appendix C: Peer Review South Wye Transport Package Technical Report

Appendix D: Peer Review Hereford Transport Package Technical Report

Appendix E: Recommendations made by General Scrutiny Committee following its meeting of 9 November 2020 and response.

Appendix F: Consultation response from Political Groups

Appendix G: Schedule of amendments/corrections to the Hereford Transport Strategy Review Technical Report considered by General Scrutiny Committee 9 November 2020.

Background papers

Hereford Transport Strategy Review (18 September 2020 Draft Version reviewed by the Critical Friend)

Please include a glossary of terms, abbreviations and acronyms used in this report.

HTP – Hereford Transport Package (which includes the western bypass)

SWTP – South Wye Transport Package (which includes the southern link road)

HTSR – Hereford Transport Strategy Review

DfT – Department for Transport

WEBTAG – web based transport appraisal guidance published by the Department for Transport

SRP – Stakeholder Reference Panel

Hereford Transport Strategy Review

November 2020

Question today

Imagine tomorrow

Create for the future

Hereford Transport Strategy Review

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Rev	Date	Details
1st draft	24 August 2020	Issue to HC for comment
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	Name	Date
Prepared by:	JP/AJ	20/11/2020
Reviewed by:	LA/JP	20/11/2020
Approved by:	MB	23/11/2020

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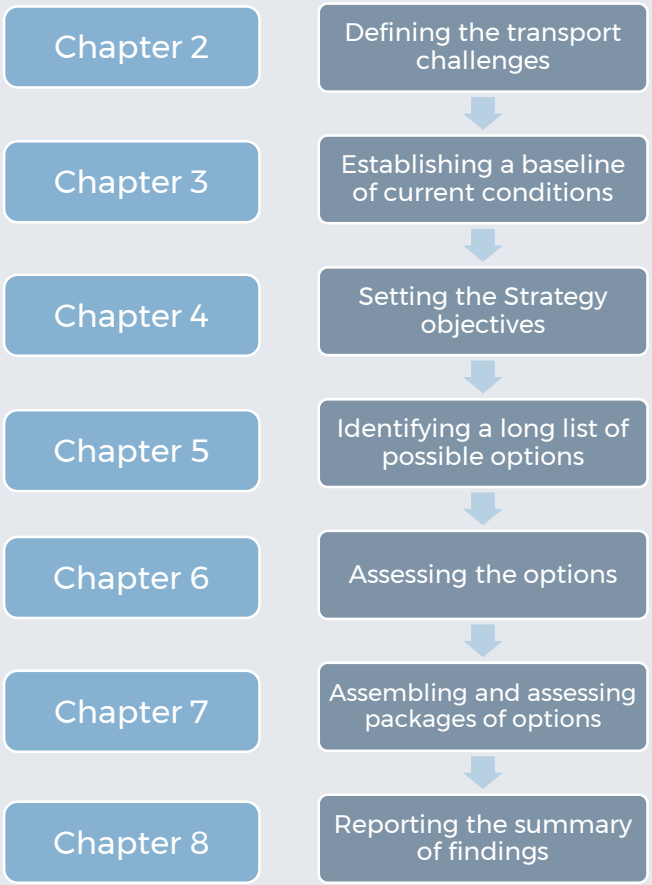
Introduction

1. Introduction

Introduction

WSP was appointed by Herefordshire Council in February 2020 to undertake the Hereford Transport Strategy Review. The Council wishes to understand how a refreshed Transport Strategy might identify a range of options to address current and future transport demands in the city, as well as address the declared Climate Emergency.

It was agreed that the review should start from first principles and follow the established process for Strategy development. This included the engagement of various stakeholders at all stages of the study (see **Appendix A** for details). The approach adopted is shown below:



This report follows the structure as shown in the figure above. There are three appendices providing details on the Stakeholder Engagement and on the performance of the options and packages.

A Period of Uncertainty

The study is being undertaken in a period of unprecedented uncertainty for the country. The Covid-19 pandemic has forced people to change how they live their lives, including the way in which they travel, how often they travel and to what destinations. Whilst the initial lockdown led to a large reduction in travel movements by motor vehicle and by public transport, traffic levels have since reverted to pre-Covid levels in some parts of the country. The imposition of local lockdowns is further complicating the picture at a national level.

No-one can predict the future with certainty at the best of times. The additional uncertainty of how people will respond to the Covid effects in the medium to long term adds another layer of complexity. Despite these challenges, there remains an urgent need for Hereford to refresh its transport strategy and to identify a clear vision for its future.

Our Approach to the Assessment

As is the norm for strategy development, the assessment described within this report makes use of both qualitative and quantitative information. Very often both sets of information have been combined to provide an overall view on the impacts of a particular option or package of options. The qualitative information has been derived from a variety of sources including previous work within Hereford, results from similar schemes implemented elsewhere, and the advice of expert advisors from both WSP and the Council. The quantitative information draws on outputs from the Hereford Transport Model.

This report describes the key objectives, outcomes and indicators which have been developed during the review to guide assessment of the options and packages. This has resulted in the identification of 35 indicators which have been used to assess performance against the four key themes of climate emergency, economy, environment and society. Of these indicators, 25 are based on qualitative assessment and 10 are based on quantitative outputs from the Hereford Transport Model.

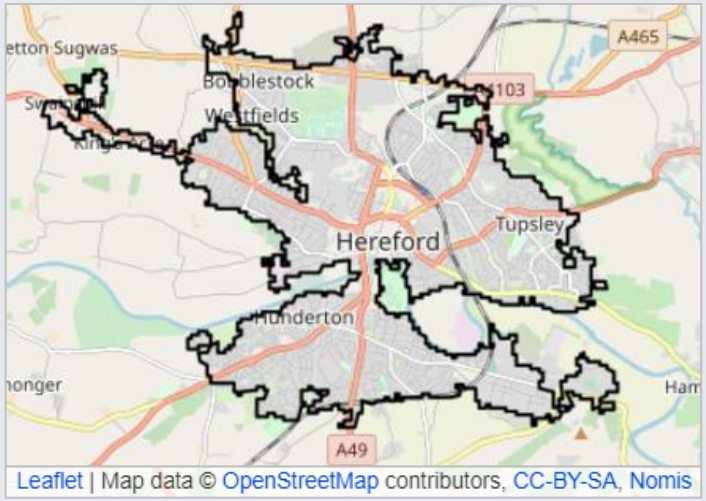
The approach taken to the modelling has been to assume a core set of parameters against which all options could be compared in a consistent and transparent manner. This was supplemented with a limited number of sensitivity tests to gauge the effects of making changes to some of the core assumptions. Further details on how the model has been used and the specific indicators it has informed is provided in chapter 6 of this report.

Despite this, it is inevitable that some uncertainty remains when predicting the effects of the different options into the future. To reflect this uncertainty, and consistent with the normal process for strategy development, we have presented assessments of performance (both at the initial option assessment stage and the subsequent package assessment stage) against a simple five-point scale. This provides indications of performance within bands rather than at specific points.

Whilst the modelling results are robust in indicating differences (and similarities) between different options, there is necessarily less certainty over the magnitude of changes which the options will deliver over the medium to longer term. The approach adopted reinforces the point that any quantitative data on transport-related changes presented in this report need to be treated as indicative rather than absolute.

Hereford Overview

In 2017 Hereford had an estimated population of around 61,500 people (link). The city represents around 1% of the land area of Herefordshire and almost one-third of the population. The urban area is covered by Hereford City Council plus parts of several neighbouring parishes. The surrounding rural area contains a series of villages which look to Hereford to meet a large proportion of their employment needs and facilities.



Hereford Built-Up Area, 2011 (Office for National Statistics)

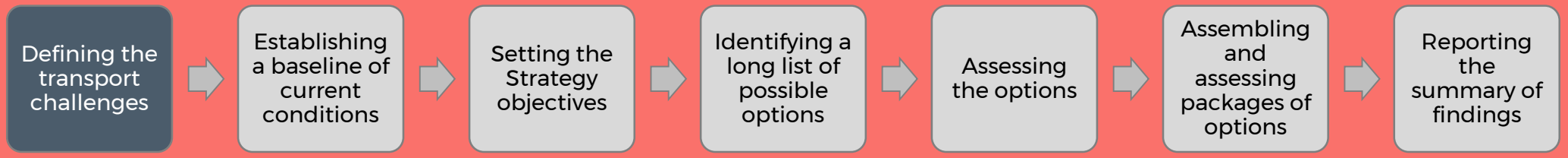
To give a sense of scale, it is a 3.75km crow-fly distance from Belmont Tesco to Hereford Sixth Form College and 5km crow-fly distance from Whitecross School to the Archive and Records Centre at Rotherwas.

At the time of the 2011 Census 62% of residents lived north of the River Wye and the remaining 38% south of the river (link).

The City centre is a main employment area (accounting for over 40% of commuting to City locations in 2011). The Widemarsh / Holmer Road area is also significant (over 20% of commuting to city locations in 2011), along with Rotherwas (around 15% of commuting to city locations in 2011) (link).

The following key future developments are proposed, most of which are outlined in the Herefordshire Core Strategy:

- Lower Bullingham urban extension – over 1,000 new homes, five hectares of employment land and a primary school;
- Three Elms urban extension – over 1,000 new homes, 10 hectares of employment land and a primary school;
- Holmer West urban extension – 500 new homes;
- City Centre Urban Village – 800 new homes;
- Hereford business quarter – office space in Bath and Gaol Streets; and
- New Model Institute for Technology and Technology (NMITE) - 5,000 students by 2032.



Chapter 2
Defining the transport challenges

The first step in the transport strategy review was to consider the key issues and challenges facing Hereford now and in the future, how these relate to transport and the underlying causes and drivers. This chapter discusses these key issues and challenges facing the city, which were grouped into four themes. The four themes were the Sustainable Development pillars of Economy, Environment and Society plus Climate Emergency, in recognition of the importance of tackling climate change. The review of challenges was informed by a review of data and evidence, including some additional analysis, a literature review of policy and strategy and views provided through public engagement.

Each theme is summarised on two pages, highlighting key issues, policy context and transport's role or contribution to each challenge.

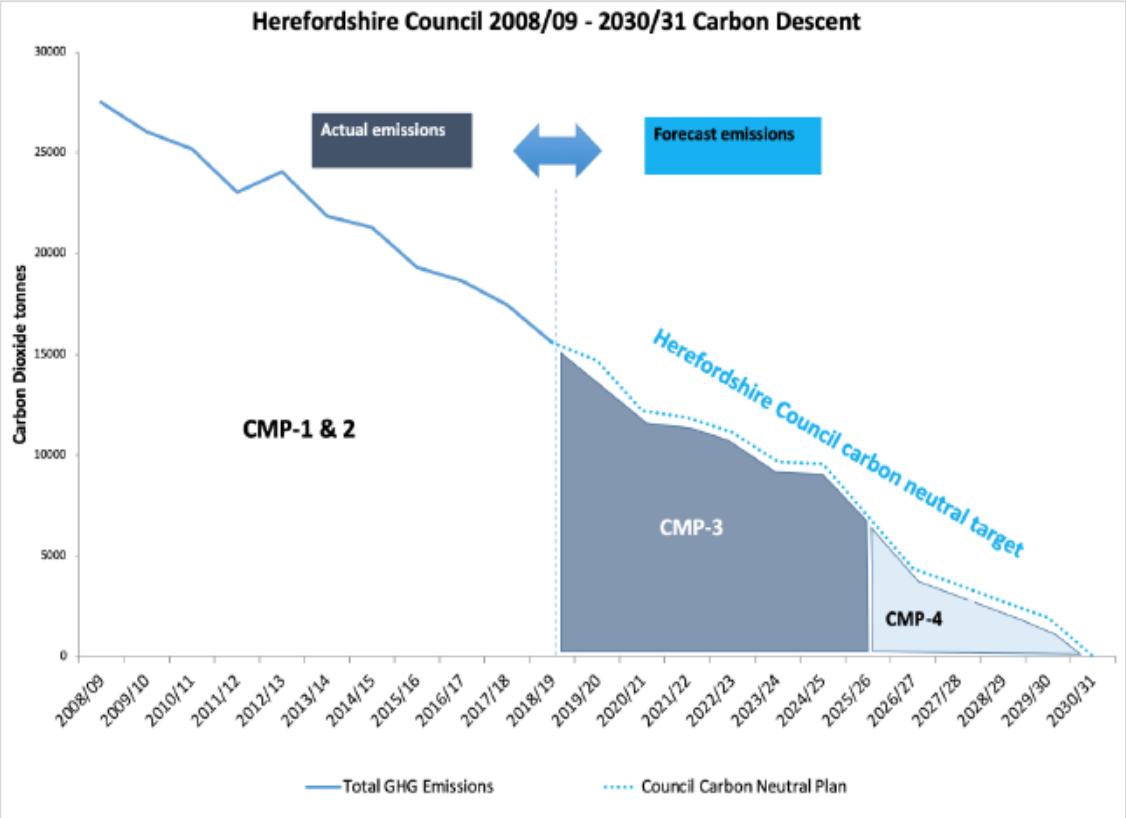
The chapter also describes how transport is regulated and funded, and summarises the results of an online consultation collecting public views of travel in Hereford.

The analysis in this chapter, along with the consideration of current travel and the transport network in Chapter 3, informed the setting of objectives for the strategy review in Chapter 4.

2. Hereford's Major Challenges – The Climate Emergency

Key Issues

- The Intergovernmental Panel on Climate Change states that: *'without increased and urgent mitigation ambition in the coming years, leading to a sharp decline in greenhouse gas emissions by 2030, global warming will surpass 1.5 ˚Celcius (C) in the following decades, leading to irreversible loss of the most fragile ecosystems, and crisis after crisis for the most vulnerable people and societies'* (link). Carbon dioxide (C02) is the main greenhouse gas which is emitted.
- Annual average temperatures in England have risen by around 1ºC since pre-industrial levels and already lead to more extreme weather. Urgent action may limit further temperature rise by another 0.5ºC; however if current trends continue the temperature rise could be as much as 4ºC (link).
- Likely local impacts of global heating include summer temperatures reaching 38.5ºC and increasing incidences of flooding, with associated disruption. Across the UK heat-related deaths are anticipated to rise from 2,000 per year at present to 7,000 per year in the 2040s.
- In 2018 the UK Committee on Climate Change (CCC) highlighted 25 headline policy actions; by 2019 only one had been delivered by government in full and on 10 there was considered to be not even partial progress (link).



Herefordshire's target carbon descent (Herefordshire Carbon Reduction Plan April 2020)

Policy Context

- The Paris Agreement sets a goal of limiting the increase in global average temperatures to well below 2ºC above pre-industrial levels and to pursue efforts to limit warming to 1.5˚C. 189 countries, including the UK, are party to the agreement.
- The Climate Change Act (2008) was amended in 2019 through secondary legislation and regulations. This set a revised target of net zero greenhouse gas emissions by 2050, instead of the previous 80% reduction (link).
- In 2017 the UK Government published its Clean Growth Strategy outlining plans to decarbonise all sectors of the economy through the 2020s. In February 2020 it consulted on bringing forward the deadline to phase out the sale of petrol and diesel vehicles from 2040 to 2035 (link).
- Herefordshire Council declared a Climate Emergency in March 2019 (link). The Cabinet agreed (link) to accelerate reduction of its carbon emissions and aspire to be carbon neutral by 2030 – this is substantially more ambitious than the previous target (**see chart**). The new Carbon Reduction Plan was published in April 2020.
- The UK Government plans to issue a decarbonising transport strategy later this year (2020). The DfT published Decarbonising Transport: Setting The Challenge in March 2020 which details what government, business and society will need to deliver a significant reduction in carbon emissions, reaching net zero by 2050. See next page for a graph showing the broad sources of emissions in the UK.

2. Hereford's Major Challenges – The Climate Emergency

The contribution and role of transport

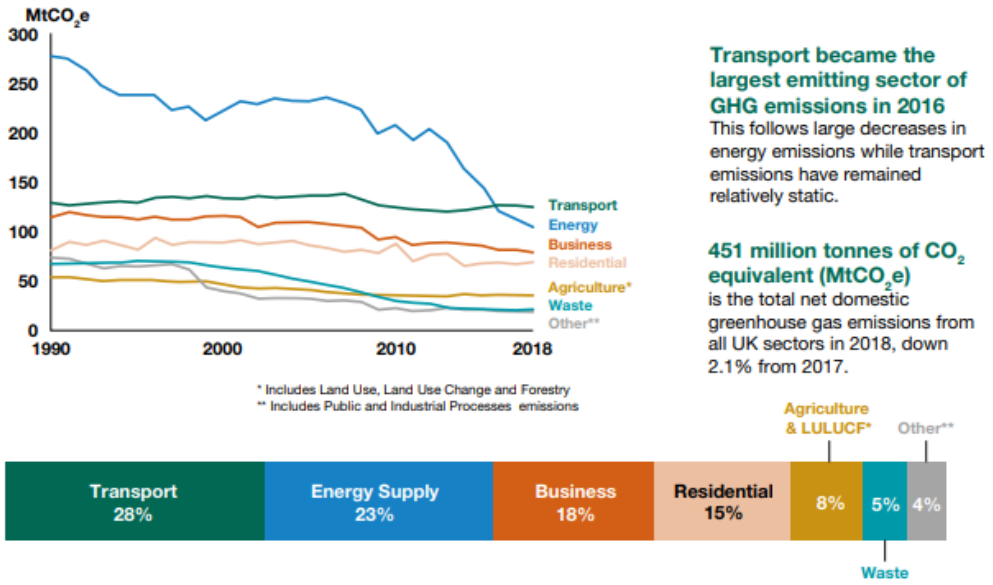
Impacts on transport network resilience and travel behaviour

- Climate change is expected to result in more frequent extreme weather events including storms causing flash flooding (link), and in turn increasing risks to maintaining and operating the transport network. Higher temperatures and wind speeds also have the potential to damage transport infrastructure (link). Extreme weather events will shape how the transport network is maintained and designed and may influence travel behaviour.

Transport generates a significant proportion of Herefordshire CO_2 emissions:

- Surface transport contributes 35% of Herefordshire's CO_2 emissions. The remainder is derived from domestic emissions (24%) and industry and commercial (42%) (link).
- Nationally, transport is the largest contributor to carbon emissions (**see graph below**). Emissions were stable in 2017 and fell by 2% in 2018, as better fuel efficiency and increased use of biofuels outweighed the slight rise in demand for car travel (link).

UK Domestic Greenhouse Gas Emissions by Sector (Decarbonising Transport: Setting The Challenge (DfT, 2020))



Source: 2018 UK greenhouse gas emissions[10]

Transport remains largely reliant on fossil fuels and new cars are, on average, becoming less fuel efficient:

- In Hereford existing journeys by low carbon travel modes (walking and cycling) are estimated to represent less than 30% of all travel (link).
- Plug-in cars and vans comprise less than 1% of all the county's vehicles (link). There is approximately one charging point for every 10 electric vehicles in the county (by comparison the rate in Shropshire is one charger per 25 vehicles) (see link).
- Average emissions of CO_2 per kilometre by new cars fell between 2009 and 2016. However, this trend has now reversed - the prevalence of SUVs means that cars sold in 2018 and 2017 are on average less efficient than the previous year (link).

Significant carbon emissions from constructing transport infrastructure:

- Construction of transport infrastructure leads generates greenhouse gases. Between 35% to over 40% of the greenhouse gas emissions for the full road infrastructure system, including vehicle production and use, can be attributed to the road construction, maintenance and operation (link).
- Solely meeting the UK's 2050 electric car targets would require just under two times the current annual total world cobalt production, nearly the entire world production of neodymium, 75% of the world's lithium production and at least 50% of the world's current copper production (link).

Additional commentary:

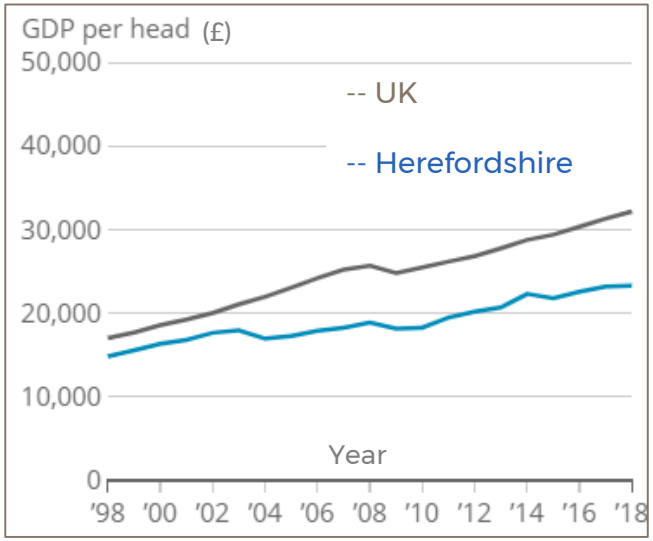
- Income, economic activity, age, household structure and car availability significantly influence emissions levels. The top 10% of emitters are responsible for 43% of emissions and the bottom 10% of emitters are responsible for only 1% of emissions (link).
- In 2019, 43% of National Travel Attitudes Study respondents said they were willing to reduce the amount they use a car in order to reduce the impact of climate change, compared with 38% in 2017 (link).
- Engagement on the 2020 Herefordshire County Plan (Council's Corporate Plan) (link) found that action to tackle the climate emergency was the top priority for younger people.

2. Hereford's Major Challenges – Economy

Key Issues

- In 2018 Herefordshire's Gross Domestic Product (GDP) was approximately £23,000 per head, compared to the UK average of approximately £32,000 GDP per head (link).
- Herefordshire has a poor social mobility rating due to low wages. 31% of county jobs pay less than the living wage and Herefordshire is in the bottom 5% of authorities nationally in terms of average weekly wage. This is attributed to an economy traditionally based on agriculture, food and drink processing and manufacturing (link).
- In line with the UK, Herefordshire has an economy formed mainly of small businesses, with 87% of enterprises employing 10 or fewer staff (link). Prior to the Coronavirus pandemic unemployment was low at 2% (link). Whilst local engineering and manufacturing companies have struggled to recruit people with the right skills there is also 10% of the working age population who have no qualifications (link).
- Hereford is a cultural and entertainment focus for the county, with the cathedral, Courtyard Arts Centre, Hereford Museum and Art Gallery, and numerous festivals, events and organisations. It is the sole sub-regional shopping centre in the county, drawing customers from a wide area.
- In 2011 the City had a higher percentage of employees working in manufacturing relative to England & Wales as a whole, (15% compared to 9%) and a smaller percentage working in professional, financial and administrative positions (11% compared to 17%) (link).
- Nationally up to 30% of jobs are thought to be susceptible to automation and technology, including those in the transportation & storage, manufacturing and construction sectors (link). Less well-educated workers may be at greater risk, emphasising the importance of skills and retraining. Disruptive business models are changing the way that businesses and markets work. People may have multiple jobs, being paid for the different tasks they undertake.
- A significant proportion of college graduates leave Hereford to continue their education and tend not to return immediately. The New Model Institute for Technology and Engineering (NMITE) aims to attract and retain more young people in the City (link). It is anticipated to grow to have 5,000 students and 600 staff over the next 15 years (link).
- The adopted Core Strategy states that Hereford will accommodate 6,500 new homes between 2011 and 2031 (link). At least 2,500 of these are planned to be built on the edge of the City – at Lower Bullingham (over 1,000 new homes); Three Elms (over 1,000 homes); Holmer West (500 new homes), plus around 800 new homes in the City Centre.

GDP Per Head of Population Comparison between Herefordshire and the UK (1998-2018) (ONS 2018)



Key Policy Context

- The government's Industrial Strategy: aims to create an economy that boosts productivity and earning power throughout the UK;
- England's National Planning Policy Framework (2019) sets an economic objective "to build a strong, responsive and competitive economy… by identifying and coordinating the provision of infrastructure";
- Marches Strategic Economic Plan (2019): a strategy to grow the size and productivity of the economy based on the themes of innovation and business environment, skills, infrastructure and places;
- Midlands Engine Strategy (2017): how the government's strategy will be applied in the region;
- Herefordshire Corporate Plan 2020-2024: *Our ambition for Herefordshire: Support an economy which builds on the county's strengths and resources;*
- Herefordshire Core Strategy (adopted 2015): objectives cover housing needs (objective 1), education and skills (objective 3) and economic prosperity (objectives 6 to 9); and
- Invest Herefordshire – Herefordshire's Economic Vision 2016 – 2031: a coordinated plan for the county's economic growth with 7 aims.

2. Hereford's Major Challenges – Economy

The contribution and role of transport

Transport and travel as an intrinsic element of the economy

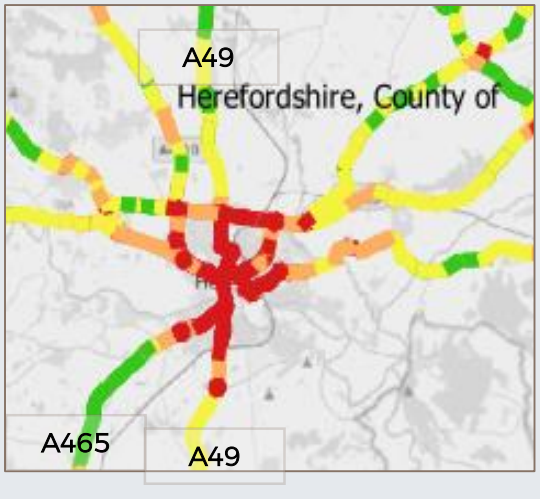
- Transport enables goods to be delivered to homes and businesses, bringing customers to retailers and connects employees to their workplaces. However, the vitality of the city's retail sector is threatened by the growth of online sales, which now accounts for 17% of national retail spend (link) and other sectors may be at risk from a trend towards internet-based services. The Covid pandemic has required many more people to limit travel or to work from home, with significant knock-on effects for certain sectors of the economy. Transport operators, including logistics companies, are also significant employers.

Impacts of travel delays on businesses and residents

- Delays and unreliable journeys place direct costs on business and organisations, and affect goods and people reaching their destination on time. Engagement with major Herefordshire businesses identified that the delays lose them time delivering products and costs them money, including late delivery penalties, putting them at a competitive disadvantage. One company estimated that traffic delays led to 100 hours a week being lost whilst collecting and delivering parts and components between sites. Data on existing congestion experienced in the city is summarised in **Chapter 3**.
- Delays and unreliable journey times, by motor vehicle or public transport, can have significant impacts on people's lives. It wastes time which could be used more productively, results in missed appointments and the need to factor in additional travel time for journeys. Journeys on foot or by cycle also experience delay waiting to cross roads or taking longer routes to avoid the busiest road corridors. Public transport users face anxiety, stress and sometimes additional expense due to delayed services, for example, if a missed connection meant buying a new ticket or taking a taxi (link).

Unequal accessibility to services

- Good accessibility to jobs, education, services, friends and family helps to foster a good quality of life; however, not all parts of the city and county have the same levels of accessibility to key employment areas and services. The Indices of Multiple Deprivation considers *Geographical Barriers to Services* - the distance to access a post office, primary school, supermarket and GP. Almost two thirds of all Herefordshire LSOAs (72 of the 116) are within the bottom 25% in England in terms of accessing these facilities due to the sparse rural nature of the county.



Morning Peak Hour Average Speeds (in miles per hour) for Non-Heavy Goods Vehicle traffic (Marches & Mid Wales Joint Appraisal Framework - Additional Evidence Report 2020)

Impacts of new development and additional travel demand

- Government planning policy requires applicants to provide transport infrastructure to support new development and ensure transport impacts are not severe. The policies do not require impacts to be fully mitigated.
- A Memorandum of Understanding has been signed by Herefordshire Council and Highways England which limits the number of vehicle trips which may be generated by development at the Hereford Enterprise Zone to protect the operational efficiency of the A49 trunk road (link).

Additional commentary: economic impacts of transport investment

- The impact of transport investment on the economy is complex and not uniform. People respond in a wide variety of ways to transport investment based on changes to the transport network; this could include changing mode, travelling more or less, travelling to different destinations, moving house and so on – and these can be challenging to predict with confidence.
- Different transport investments have varied economic impacts. Studies found that improvements to the public realm (such as improved paving and landscaping) can boost local trading by up to 40% (link). Schemes which increase levels of physical activity, such as through additional walking and cycling, have been found to generate 'very high' value for money when assessed against the Treasury criteria (link).

2. Hereford's Major Challenges – Environment

Key issues

- Biodiversity is key to the survival of life on Earth. At a national level, the long-term biodiversity picture is mixed with nearly 30% of the Government's biodiversity indicators showing a deterioration (link). This decline includes the distribution of pollinating insects, the relative abundance of priority species, and the percentage of habitats and species of European importance which are favourable or improving conservation status.
- The City's and county's natural environment provides a very extensive range of valuable benefits to the economy and society (**see diagram below**). These can be divided into four categories as follows: (a) provisioning services such as growing food and providing fresh water; (b) regulating services such as cleaning the air, capturing carbon, regulating water flows to reduce flooding, cooling urban areas and limiting noise; (c) supporting services such as photosynthesis, allowing the other services to be provided; and (d) cultural services including recreation and mental wellbeing. As an example, across the UK, pollutants removed by vegetation, primarily by woodland, are estimated to save £1.1 billion in avoided health costs (link).
- Hereford and the wider county generally benefits from an attractive natural environment. The River Wye and part of the River Lugg have national and international ecological designations and the City has a rich townscape centred on the historic City Centre.

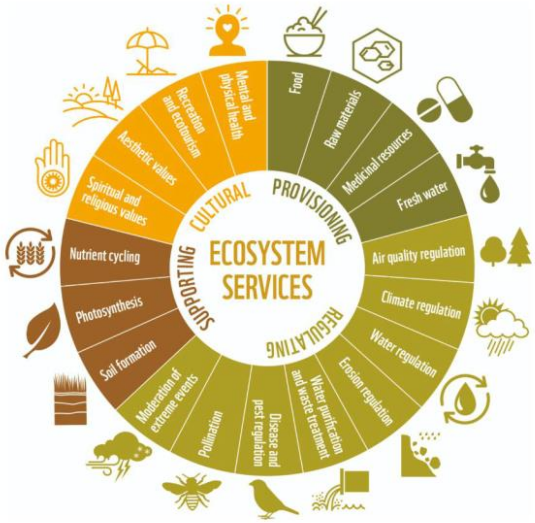


Diagram outlining categories of ecosystem services (WWF Living Planet Report (2018)

- Not all parts of the City have the same environmental quality, with some areas experiencing high levels of air pollution and traffic noise. Open space is not evenly spread across the city, and perceptions of security can vary from busy city centre areas to more isolated areas with less people. Flooding is an existing and future challenge for the city and the county.

Key policy context

National and regional

- England's National Planning Policy Framework (2019) sets an environmental objective to protect and enhance our natural, built and historic environment; including minimising waste and pollution, and mitigating and adapting to climate change, including moving to a low carbon economy.
- 25 Year Plan for the Environment (2018) – sets out the UK government's ten environmental goals and the proposed actions to achieve them;
- The Heritage Statement (2017) – outlines the UK government's vision and strategy for the historic environment; and
- Biodiversity 2020 (2011) – sets out the government's strategic direction on biodiversity. A new National Strategy for Nature is anticipated soon.
- Clean Air Strategy (2019) – the UK government's strategy to improve air quality; and
- Air Quality Plan for Tackling Roadside Nitrogen Dioxide Emissions (2017) – outlines the steps being taken to improve areas where poor air quality persists as a result of vehicle emissions.

Herefordshire

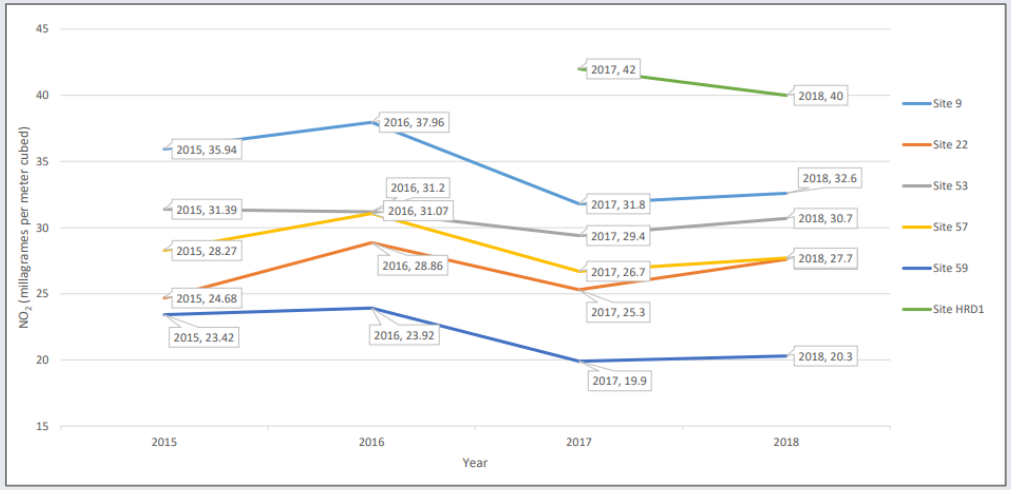
- Herefordshire Corporate Plan 2020-2024 – *Our ambition for Herefordshire: Protect and enhance our environment and keep Herefordshire a great place to live;*
- Herefordshire Core Strategy (adopted 2015) – objectives 10 and 12 cover environment and heritage;
- Herefordshire Green Infrastructure Strategy (2010) – aimed to place a framework of natural and culturally important features and functions at the heart of planning for sustainable development. Was adopted as part of the Core Strategy evidence base.
- Herefordshire and Worcestershire Air Quality Strategy (2009) – aims to support the achievement of air quality objectives and raise air quality as an for consideration within local and regional planning.
- Hereford and Leominster (Bargates) Air Quality Action Plans (2014) – both documents set out 15 air quality actions with target dates for these actions.

2. Hereford's Major Challenges – Environment

The contribution and role of transport

- Road transport impacts on air quality: Nitrogen dioxide (NO_2) is generated by burning fossil fuels, such as petrol or diesel in motor vehicles. Road transport is the largest source by sector, representing 35% of national emissions (link). Air pollution is a contributory factor in the onset of heart disease and cancer and particularly affects those with heart and lung conditions, plus children and older people. A 2016 report estimated that around 40,000 UK deaths per year are linked to chronic conditions that are caused or exacerbated by lifelong exposure to outdoor air pollution (link). According to the World Health Organisation, children who grow up in more polluted areas are more likely to develop depression, bipolar disorder, or schizophrenia (link).
- Herefordshire Council designated an Air Quality Management Area (AQMA) in 2011 (link) for roads where levels of NO_2 are higher than national objective levels (the A49 from Asda junction to Holmer Road, plus Newmarket and Blueschool Streets and part of Eign Street). In 2016 NO_2 levels were just below the national objective level (see graph below). Between 2010/11 and 2017/18 recorded NO_2 levels in the AQMA fell by 39% (link).

Trends in NO_2 at monitoring sites within Hereford AQMA 2015-2018 (2019 Air Quality Annual Status Report (2020))



- Air pollution is identified as a direct threat to biodiversity in England. Many habitats of nature conservation importance are sensitive to additional airborne nitrogen dioxides and transport is the largest source of these emissions (link).
- Fine particulate matter from brake dust and tyres is another air pollutant affecting health. The current UK legal limit (25 micrograms per cubic metre) is higher than the level suggested by the World Health Organisation to protect public health (10 micrograms of NO_2 per cubic metre) (link). 4.5% of deaths in Herefordshire are said to be attributable to man-made particulate matter air pollution less than 2.5 micrometres in size (link).
- Transport impacts on water quality: A recent London study found that road run-off – when pollutants settle on the surface of the road and then wash into watercourses when it rains – pose a significant risk to river health (link). Pollution from towns, cities and transport affects 12% of water bodies in the Severn river basin district, which covers the whole county (link);
- Transport impacts on heritage: Existing transport infrastructure adversely affects the setting heritage assets, such as the proximity of the inner ring road to the city walls (link), which are a scheduled ancient monument. Some designated heritage assets form parts of the transport network, such as the historic Wye Bridge and the Grade II listed railway station.
- Transport impacts on the urban environment: Roads and streets comprise around three-quarters of public space (link). At present streets primarily cater for vehicular movement, limiting space for other modes or uses. The post-war design of towns and cities has tended to favour access for motor vehicles over providing for walking, cycling and public transport. A national design audit of housing schemes found that many of the poor aspects of new developments related to transport – highway design and parking; walkability and car dependence; and streets, connections and amenities (link). Denser urban areas tend to be associated with less travel and less car use (link).
- Negative impacts of transport infrastructure on the environment: Depending on location, design and mitigation strategies, new transport infrastructure has the potential to have a range of negative environmental impacts. These can comprise impacts on ecology, noise, air and light pollution, landscape, heritage, water quality and soils. Raw materials are required for construction and they generate waste which requires management and disposal.

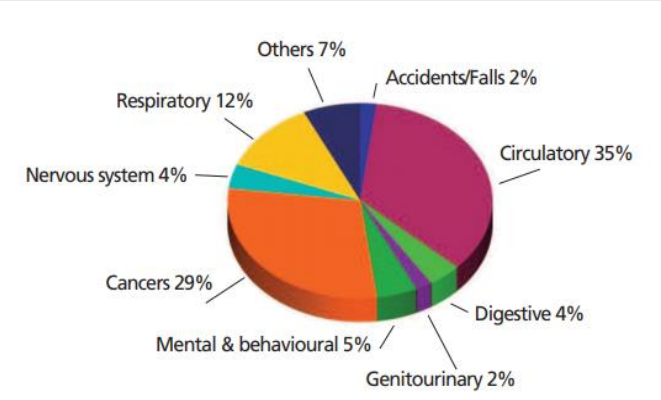
Additional commentary - public attitudes supporting the environment: In 2019 76% of National Travel Attitudes Study respondents agreed that *"for the sake of the environment, everyone should reduce how much they use their cars*". In 2017 63% agreed with the statement (link). During the consultation for the Hereford Area Action Plan, 74% of respondents thought that the plan should include guidelines to support methods of high quality design and construction of new infrastructure (link).

2. Hereford's Major Challenges – Society

Key issues

- Hereford city's population structure is broadly similar to the UK, whilst Herefordshire has a higher proportion of the people aged 65 or over (25% in the county as a whole compared to 18% in Hereford) (link; 2019 population estimates). In predominantly rural areas the older population is projected to increase by 50%, with virtually no equivalent increase in young people (link).
- More people are living alone and more young adults are living with their parents. A rising retirement age and taking on large financial burdens later in life means people may need to work for longer. People are generally living longer and having fewer children, creating an ageing society.
- The chart below indicates the common causes of death in Herefordshire. Two-thirds of deaths are attributable to cancers and circulatory (heart) disease. Most heart disease and around 30% of cancers are caused by lifestyle risks such as smoking, poor diet, low levels of physical activity and excessive drinking (link).

Common causes of death in Herefordshire (Be Well, Keep Well, Live Well, 2016)



- 23% of Herefordshire adults are considered to be inactive and do not meet the recommended minimum levels of exercise (link).
- Obesity is a leading cause of ill health; an independent risk factor for cardiovascular diseases such as heart disease and stroke, as well as increasing the likelihood of developing other risk factors such as hypertension (high blood pressure) and type II diabetes. The latest data for 2016/17 shows that 9.2% of Herefordshire's population were classed as obese. 65% of adults in Herefordshire are classified as overweight or obese, slightly above the England average of 62% (link).
- Rural residents need to travel to Hereford to access a range of services – often reliant on car travel, including low income households.
- Some parts of Hereford are classified as being within the top 10% and 20% most deprived areas in England whilst other areas are the top 10% least deprived (link). Parts of rural Herefordshire are in the bottom 10% nationally in terms of access to a range of services, both by car or by public transport and walking.
- There is evidence that social isolation and loneliness has significant health implications (link). Research also indicates that the higher the volume of traffic on a street, the greater the social isolation, as people spend less time in the space and have far fewer acquaintances [link].
- Quality of life experienced by residents is shaped by a wide range of factors and there are substantial variations in the quality of life by area across the city. Quality of life is increasingly viewed as being important in attracting investment and employees and therefore shaping economic growth.

Policy context

National and Regional

- England's National Planning Policy Framework (2019) sets a social objective to support strong, vibrant and healthy communities.
- Public Health England Strategy 2020-2025 - sets out the organisation's priorities for the next 5-years.
- Everybody Active, Every Day (Public Health England, 2014) - provides a briefing on: the urgent need to increase physical activity levels in the UK and the unique position MPs have in helping convince their constituents to change lifestyles.
- Building the Foundations – Tackling Obesity Through Planning and Development - A series of themes and more specific elements that help to create healthy-weight environments to tackle obesity in England.

Herefordshire

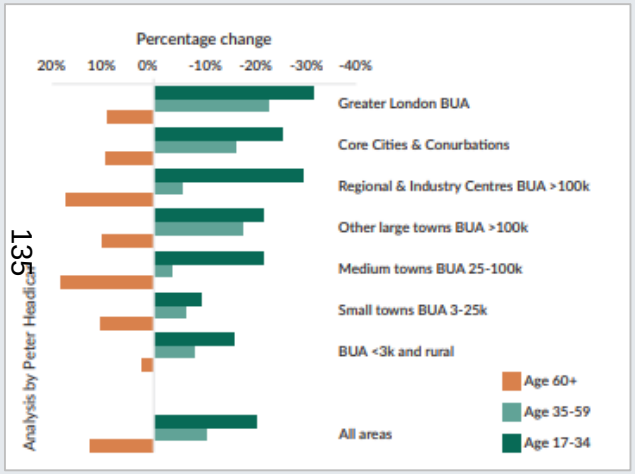
- Herefordshire's Children and Young People's Plan 2019-2024: sets out the vision and priorities for children, young people and families in the county;
- Be Well, Keep Well, Live Well – Herefordshire's 5-year health and wellbeing strategy
- Corporate Plan 2020-2024 – *Our ambitions for Herefordshire: Protect and enhance our environment and keep Herefordshire a great place to live and strengthen communities to ensure everyone lives well and safely together;*
- Herefordshire Core Strategy objectives cover quality of life (objective 2) and environment, heritage and culture (objective 10 and 12)

2. Hereford's Major Challenges – Society

The contribution and role of transport

Accessibility issues:

- The sparse rural population often have limited transport options and tend to rely on the private car for the majority of journeys.
- Nationally, the 20% of the population with lowest incomes travel half the distance compared with the 20% of the population in the highest income group (link). Some low income households can spend up to 30% of their disposable income to buy and run a vehicle (link).
- Nationally average miles driven per person is rising for the over 60s and reducing for other age groups, particularly the 17-34 group (**see infographic**)



Percentage change in car driver miles per person per year by age group and area type and built-up area (BUA) size, 2002-5 to 2011-14 (Commission on Travel Demand Infographic 2018)

- Young people are learning to drive later in life (less than 40% of 17-20 year olds have a drivers' licence). This is thought to be due to a variety of largely non-transport reasons, including the cost, starting a family later in life or not at all, more young people going to university and living in urban areas (link).
- Nationally 'baby boomers' entering retirement have higher car ownership levels than previous cohorts and drive more. However, there is also a growing group of less mobile older people with poor access to services and who rely on others for travel (link).
- Online connectivity can reduce the need to travel for an increasing range of trips including work, shopping, education, training and healthcare. The benefits need to be balanced against the potential for increased van traffic and increased social isolation.
- People are most inclined to reconsider existing travel behaviour when a major life event occurs, such as moving house, changing job or having a child (link). Many factors influence how we travel - practical ones such as cost and journey time, but also attitudes and social or personal norms.
- Adults with a disability make two thirds the number of trips as adults without a disability (link).
- Certain groups have requirements to enable them to travel confidently – such as public toilets being available and seating for people to rest at intervals.

Transport impacts on public health:

- The majority of journeys made in Hereford involve little or no physical activity and many causes of early death are linked to inactivity. An inactive person spends 38% more days in hospital than an active person (link).
- Noise from transport can cause adverse health outcomes due to lack of sleep and stress (link).

Collisions and perception of road danger:

- The number of people killed or seriously injured on the county's roads has shown an upward trend since 2013, with 94 killed or seriously inured in 2018. This upward trend is reflected nationally and is attributed to a large number of police forces changing reporting systems [Herefordshire Local Transport Plan Progress Report 2018/19]. Contributory factors which influence road collisions can be grouped into three broad themes – driver behaviour, the vehicle and the road environment.
- For some people, there are parts of the transport network which can feel unsafe, such as walking or cycling close to fast or heavy traffic, or using subways which are hidden from view. Safety is one of the most common responses to what puts people off walking, cycling and bus travel in Hereford (link). Safety concerns were also a key issue in the 2015 Hereford Travel Survey (link) and the LTP consultation survey (November 2015 – January 2016) (link). Concern about traffic danger is the most commonly cited reason for accompanying 7-10 year old children to school (link).
- Some groups, such as novice cyclists, women and older people, have a stronger preference for a cycling network of direct routes separated from motor traffic (link) – enabling these groups to cycle is important if mode share is to increase.

Impacts of transport on communities:

- Traffic noise and vibration impacts on residential amenity - 4 out of the 5 main road corridors leading into Hereford have been identified as Noise Important Areas, within the noisiest 1% of roads in the UK (link); Residential areas can be divided by busy roads, reducing interaction with neighbours. The issue of rat-running through communities was highlighted by respondents in previous transport package consultations.
- Depending on location, design and mitigation strategies, new transport infrastructure has the potential to have a range of negative impacts on the communities in terms of noise, air and light pollution, views and severance.

2. Hereford's Major Challenges – The legal and funding context

Who delivers transport operations and improvements?

Role of Herefordshire Council

Herefordshire Council is the local highway authority, local transport authority and local planning authority for the county.

The Council carries out a wide range of statutory duties as set out in law and follows statutory guidance where it exists. Examples of its statutory duties include:

- Setting a balanced budget, taking into account the projected level of expenditure and funding (link);
- Maintaining public highways that are maintainable at public expense (link);
- Network management duty - managing the road network with a view to achieving expeditious movement of traffic (link);
- Securing provision of public transport services considered appropriate to meet requirements which would otherwise not be met, including subsidising services (link) and providing home to school transport for certain eligible children (link);
- Public sector equality duty - making reasonable adjustments in order to avoid a disabled person being placed at a substantial disadvantage when accessing services and facilities (link);
- Undertaking studies into accidents and taking measures to reduce such accidents, as well as preparing and carrying out a programme of measures designed to promote road safety (link);
- Preparing a Local Transport Plan (link); and
- Set of priorities for the development and use of land in the authority's area (in development plan documents such as local plan or core strategy) (link).

Role of other organisations

Key aspects of transport provision rests with a range of other organisations, some of which are private companies. A selection of these organisations are listed below:

- Department for Transport, a ministerial department of government which provides funding for significant transport improvements and innovation, often allocated through funding competitions. They also publish national policy, guidance and regulations. A number of other ministerial departments are relevant to local transport, including the Department for Business, Energy and Industrial Strategy, covering climate change and clan growth, and the Ministry of Housing, Communities and Local Government, covering planning.
- Highways England, the government company who maintain and operate the A49 trunk road – the road is not the responsibility of Herefordshire Council;
- The Marches Local Enterprise Partnership which prepares a Strategic Economic Plan for Herefordshire, Shropshire and Telford and Wrekin and makes decisions on funding for major transport schemes allocated through a prioritisation process.
- Midlands Connect – Herefordshire Council is a member of this regional transport body tasked with identifying the transport infrastructure required to boost the region's economy and recommending priorities for spending to government;
- Network Rail, responsible for infrastructure on the national rail network and train operating companies including Transport for Wales, who operate many of the rail services through Hereford and also manage Hereford railway station; and
- **Bus and coach companies**, who run services commercially within Hereford and beyond. City services are mostly operated by locally-based Yeomans Canyon Travel with a range of other companies operating the rural services.

2. Hereford's Major Challenges – The legal and funding context

How transport is funded?

Funding for transport services and infrastructure is extremely complex, and the funding is usually part of a competitive bidding process.

Council spending for ongoing services such as routine road maintenance or supporting passenger transport is mostly funded by locally raised taxes. The majority comes from Council Tax and Business Rates (link). These taxes also have to fund other important services including adult social care and education.

The Council spends several million pounds per year on passenger transport. This includes subsidising bus services, concessionary travel for older and disabled people, support to community transport, travel to school and college and special travel including for adult social care and special educational needs.

Spending on new infrastructure (such as new roads or cycleways) tends to be funded from one or more of the following: (1) Capital grant funding from other bodies; (2) Taxes raised locally, such as Council Tax and Business rates; or (3) Contributions from planning applicants as part of new developments.

Business case guidance:

Funding bodies such as the Department for Transport provide guidance on how they will appraise and evaluate business cases submitted to them for funding approval (link).

Treasury guidance (link) requires information to show that schemes are: (a) supported by a robust case for change that fits with wider public policy objectives (the strategic case); (b) demonstrate value for money (the economic case); (c) are commercially viable (the commercial case); (d) financially affordable (the financial case); and (e) achievable (the management case). Some criticisms of the current process are that the current appraisal process (a) does not effectively take into account the full costs and benefits of proposed transport schemes and (b) does not give enough weight to alignment with wider government legislation and policies, such as those covering health or carbon emissions, or government targets, such as to double cycling by 2025.

Commentary on capital grant funding: Grant funds are often allocated via competitive bidding processes which can make future investment unpredictable. Councils have to submit business cases, and if successful, may only receive a proportion of the money they bid for. Money usually needs to be spent in a relatively short period of time once funding has been confirmed. Each fund tends to have different eligibility criteria depending on Government priorities. At present there are some government funds which Herefordshire Council cannot bid for, such as the Transforming Cities Fund, due to minimum population threshold criteria.

In terms of road transport, announcements from the government's 2020 Budget indicate the preference given to strategic roads rather than local transport schemes. £27bn was announced for strategic roads between 2020-2025 compared to around £11.7bn for local authority road transport schemes over the same period. Of the £11.7bn approximately £8.4bn was allocated to specific larger cities and conurbations (link). Additional allocations are expected to follow in the comprehensive spending review later in 2020.

Commentary on developer contributions: These are legal agreements made between developers and the Council with the aim of mitigating the impacts of development. They are based on negotiation and take account of viability. They are sometimes referred to as Section 106 agreements after part of the Town and Country Planning Act 1990. The contributions must meet the three tests of being: (i) necessary to make the development acceptable in planning terms; (ii) directly related to the development; and (iii) fairly and reasonably related in scale and kind to the development. (link). Section 106 contributions secured are listed in the Authority Monitoring Reports (link). Legal agreements for developers to make alterations or improvements to a public highway, as part of planning approval, are covered by Section 278 of the Highways Act 1980.

Commentary on parking revenue: The Road Traffic Regulation Act 1984 (as amended) identifies that any surplus in Council parking revenue, after the cost of running the schemes has been covered, can be spent on providing additional parking facilities, public transport schemes, highway improvements, road maintenance and environmental improvements. However income that the Council receives from car parking does not have to be ringfenced for spending in the areas detailed above. The surplus in 2018/19 contributed towards highways and transport services costs (link).

2. Stakeholder Views

Public Consultation

An online consultation regarding travel in Hereford ran from 3rd February until the 31st March 2020 (link). The questions invited respondents to provide their views on existing transport conditions for locations they chose on a map of Hereford. Questions 8 and 10 invited respondents to consider transport in Hereford as a whole. Some 850 responses were received, the questions set out below:

- *Q8 - In developing the Transport Strategy for Hereford we are keen to understand what you think the most important outcomes are;* and
- *Q10 - Taking into account the outcomes above, please tell us which transport improvements you think would be most effective.*

The two questions asked respondents to rank (between 1 and 10) the most important outcome/most effective to least important outcome/least effective. There were also questions for stakeholders to put text in boxes with other recommendations if they did not appear as choices in Q8 and Q10.

The first adjacent chart shows the amount of times an outcome was ranked into the top three priorities.

Of the responses received to the consultation the most popular outcomes were 'reduce congestion, improve traffic flow', 'quicker/more reliable journey times', 'reduce carbon emissions and improve air quality' and 'offer a realistic alternative to the car'. The four least popular outcomes ranked were 'improve public spaces', 'support healthier lifestyles', 'support the local economy' and 'improve access to services'.

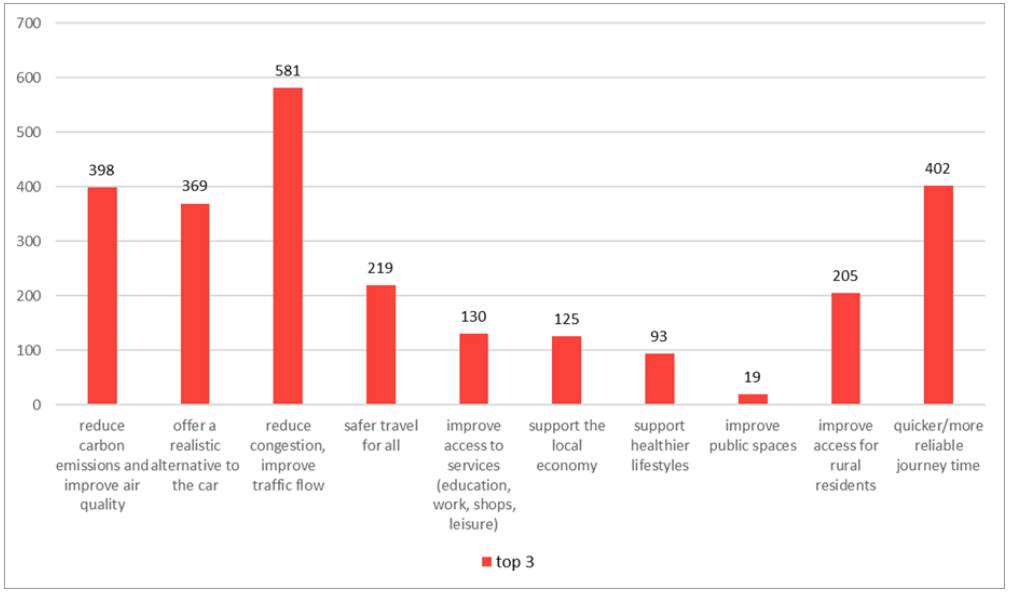
The second adjacent chart shows the amount of times an intervention was ranked into the top three priorities.

The three most popular interventions were 'invest in bus network - electric buses, reduce fares', 'increase capacity – new roads, new river crossing' and 'support sustainable school travel/safer routes to school'. The four least popular interventions were 'manage demand for car use', 'new ways to get around - light rail', 'safer roads - 20mph speed limits' and 'better managed car parking'.

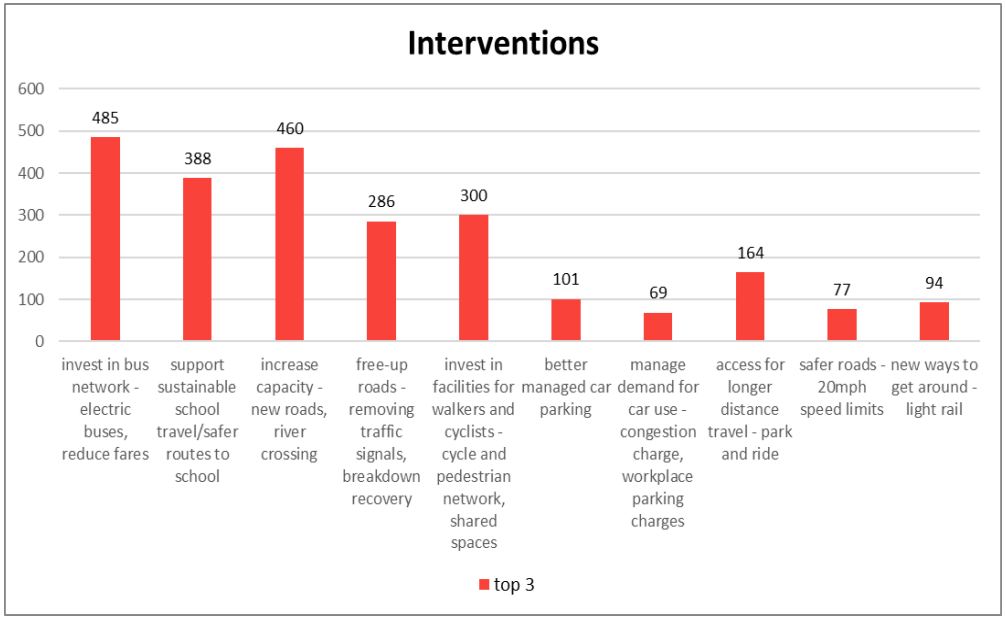
Stakeholder Engagement

A number of Stakeholders and Members were invited to comment on the Option Assessment and Package Assessment. Chapter 6 summarises their views.

Number of top 3 preferences for question 8 (Outcomes)



Number of top 3 preferences for question 10 (Interventions)



2. Chapter Summary

Chapter 2 examined the key issues facing the city. This was informed by a review of data and evidence, including some additional analysis, a literature review of policy and strategy and views provided through public engagement.

The challenges were grouped into four themes:

- **Climate Emergency** – Without urgent mitigation, rising global temperatures will lead to more extreme weather events, with very significant and widespread impacts on the economy, environment and society. Carbon dioxide is the main gas causing the greenhouse effect. The key transport-related issues are: (i) impacts on transport network resilience and travel behaviour; (ii) the significant proportion of Herefordshire CO_2 emissions generated from transport sector; (iii) the large reliance on fossil fuels; (iv) the decline in average fuel efficiency of new cars; and (v) significant carbon emissions generated from constructing transport infrastructure;
- **Economy** – Transport and travel are an intrinsic part of the economy. The key transport-related issues are: (i) delays and unreliable journey times affecting businesses delivering goods and people travelling within and across the city; (ii) unequal access to facilities and services; and the (iii) impacts of new development, generating additional travel demand and requiring transport infrastructure;
- **Environment** – The natural environment provides a very extensive range of benefits to the economy and society including food production, clean water, cleaning the air, capturing carbon, cooling urban areas and providing space for recreation and mental wellbeing. The key transport-related issues comprise (i) road transport impacts on air quality (with consequential health effects), (ii) transport impacts on water quality, (iii) impacts on heritage and (iv) urban environment, plus (v) negative impacts generated by new transport infrastructure; and
- **Society** – Travel patterns and transport use are shaped by and linked to a range socio-economic factors, including age, health and disability, income, stage of life and household arrangements. The key transport-related issues are: (i) public health, especially in terms of people choosing travel modes which involve little or no physical activity; (ii) road collisions and perception of road danger; (iii) transport and accessibility issues affecting particular groups in society and (iv) the impacts of transport on communities such as noise, vibration and heavy traffic.

The chapter also summarised two other topics:

Legal and funding context

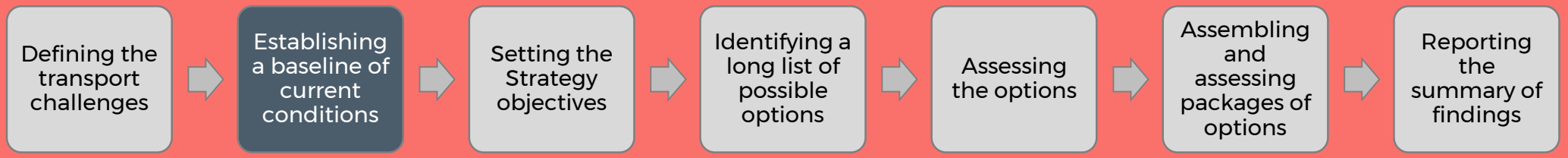
Herefordshire Council carries out a wide range of statutory duties relating to transport. These include setting a balanced budget, maintaining public highways, managing the road network, securing public transport services to meet needs which would otherwise not be met, preparing a local transport plan and preparing a local plan. A range of other organisations also have an influence on, or fund transport in Hereford. They include government ministerial departments, the government company Highways England who maintain and operate the A49, regional bodies Midlands Connect and the Marches LEP, Network Rail, train operating companies and bus companies.

Council funding for ongoing services such as road maintenance is mostly funded from locally raised taxes. Spending on new infrastructure tends to be funded by bodies including central government, locally raised taxes or contributions from planning applicants of large new developments.

Stakeholder views

Herefordshire Council ran an online public consultation regarding travel in Hereford in February and March 2020. Two of the questions invited respondents to consider transport in the city as a whole:

- *In developing the Transport Strategy for Hereford we are keen to understand what you think the most important outcomes are* – the most popular public responses were 'reduce congestion, improve traffic flow', 'quicker/more reliable journey times', 'reduce carbon emissions and improve air quality' and 'offer a realistic alternative to the car'
- *Taking into account the outcomes above, please tell us which transport improvements you think would be most effective* - the most popular public responses were invest in bus network - electric buses, reduce fares', 'increase capacity – new roads, new river crossing' and 'support sustainable school travel/safer routes to school'.



Chapter 3
Establishing a baseline of current transport conditions

The next step in the transport strategy review was to understand the current use of the transport network in the city.

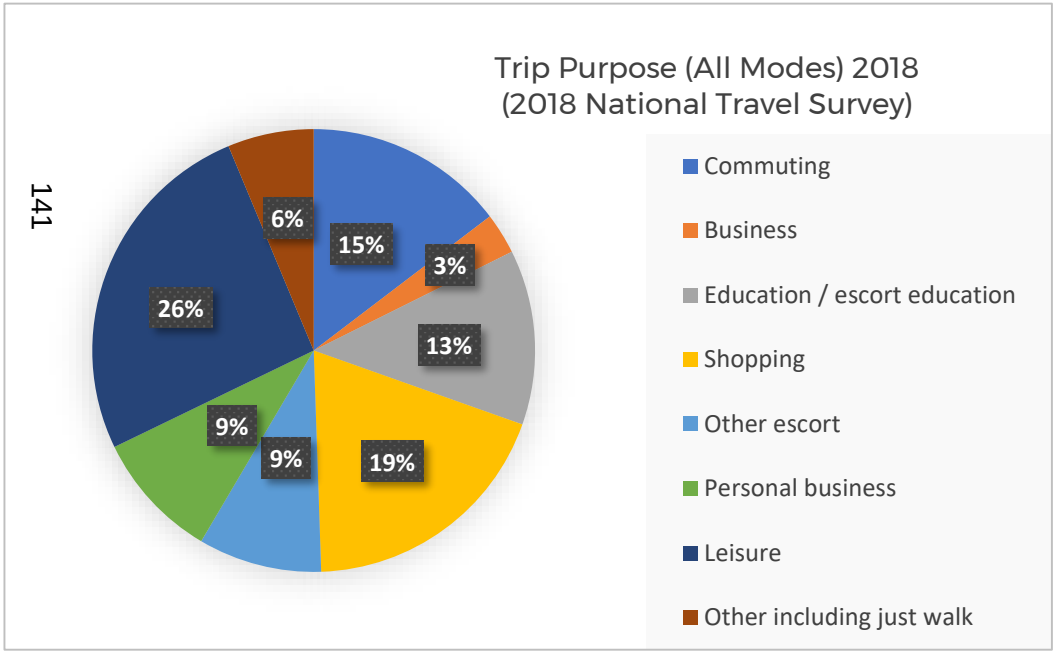
This chapter summarises travel patterns in the city, based on available data, and describes the city's current transport system and its key issues. The chapters covers every major transport mode in descending order of their current mode share in the city. The chapter also considers the topics of digital connectivity and accessibility to services, travel promotion and information, parking and loading, freight and future trends and technology.

The analysis in this chapter, along with the review of challenges in Chapter 2, informed the setting of objectives for the strategy review in Chapter 4.

3. Hereford's Transport Factfile

Trip purpose

Data on trip purpose is collected annually in the National Travel Survey (link) – see chart below. It indicates that, for example, a greater number of leisure and shopping trips are made than commuting trips. It should be noted that some types of trip (for example education) are concentrated into short time periods whilst journeys for other purposes (such as shopping and leisure) are spread throughout the day. The definition of 'leisure' includes trips to visit friends at home and elsewhere, trips to entertainment, sport, holiday and day trips, some of which may be less representative of usual trips taken in and around Hereford.



Number of trips and time spent travelling

At a national level the average number of trips and hours spent travelling per year are broadly the same as in the 1970s (link). The number of miles travelled per person in 2018 was 46% greater than 1972/3; however, there has been a downward trend in miles travelled since 2002. Residents of rural areas travel further and make more trips than urban residents, mainly arising from additional car use (link).

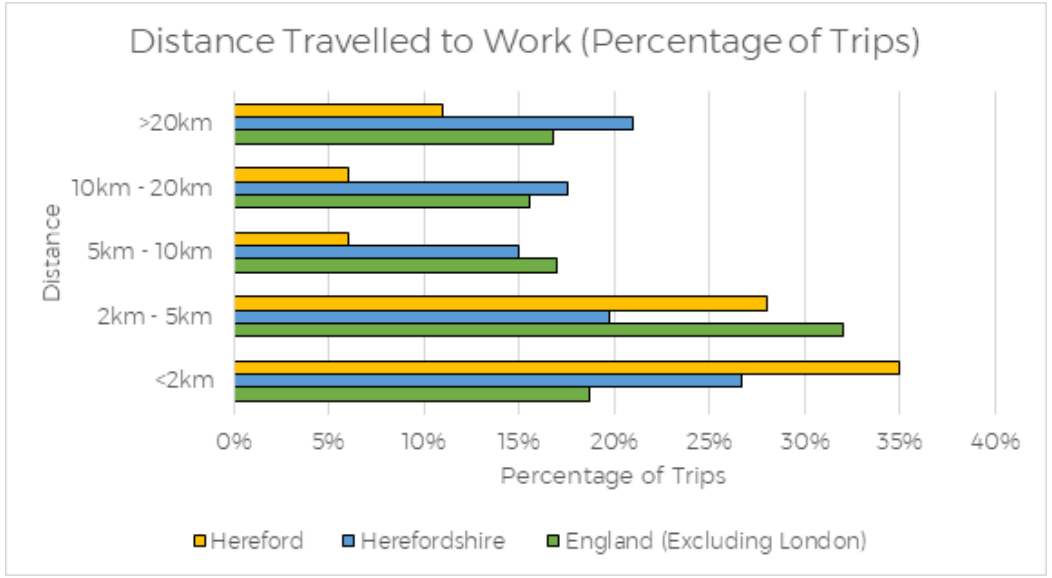
Trip distance

Data on trip distance is collected at a national level by the annual National Travel Survey and the Census. Whilst the last census was carried out in 2011, it remains the most recent comprehensive set of data on certain subjects. The National Travel Survey categorises distances in miles whilst the census uses kilometres (km). 1 mile equates to just over 1.6km.

The 2018 National Travel Survey (link) indicates that the majority of journeys are short distance, with 25% of trips being under 1 mile, and 68% under 5 miles.

The 2011 Census (link) collected information on distance travelled to work (commuting) – see chart below. It found that:

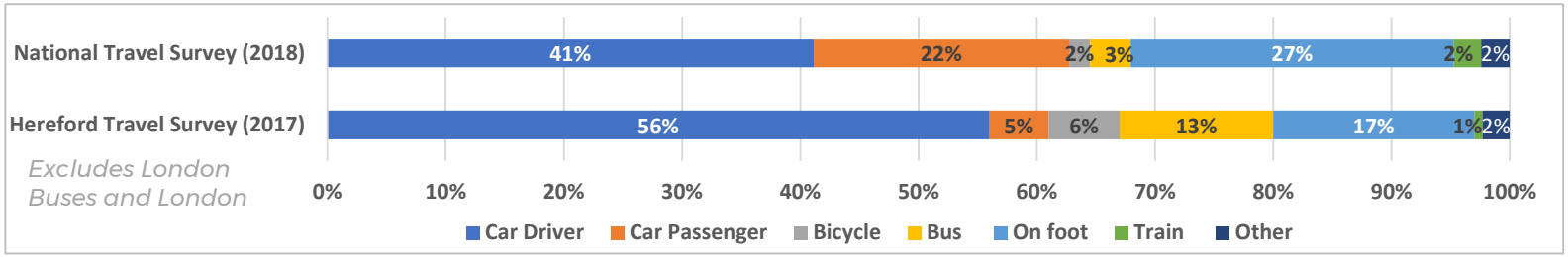
- Hereford residents make a higher proportion of short-distance commuting trips of less than 2km (38% of all commutes), compared to 27% of Herefordshire commutes and 19% of commutes in England (excluding London). *2km equates to a 25-minute walk* (link).
- 73% of commuting trips made by Hereford residents are less than 5km, compared to 46% in Herefordshire and 40% in England (excluding London). *5km equates to a 20-minute cycle* (link).



3. Hereford's Transport Factfile

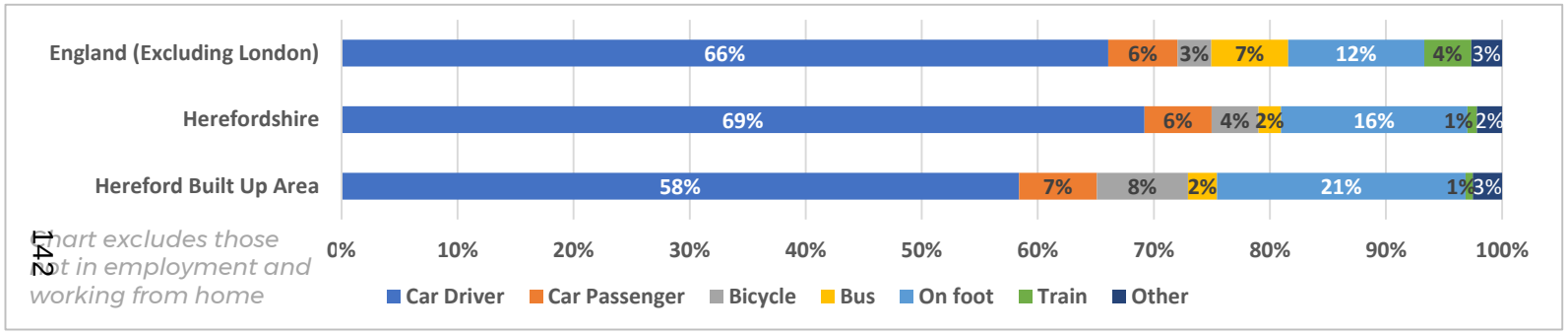
Travel mode – travel for all purposes

Sources: National Travel Survey (link) and Hereford Household Travel Survey 2017



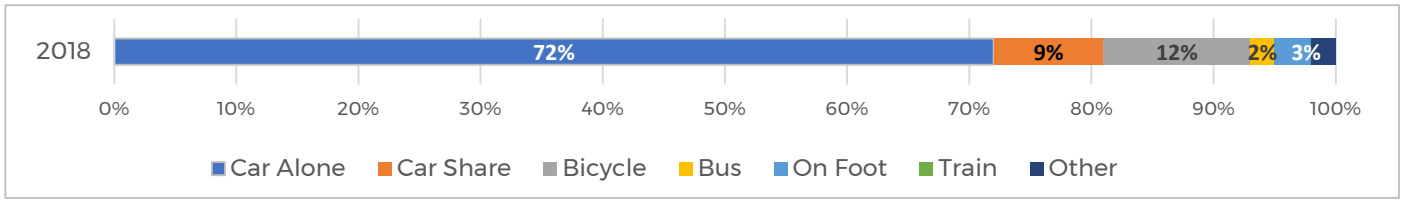
Travel mode – travel to work

Source: 2011 Census (link)



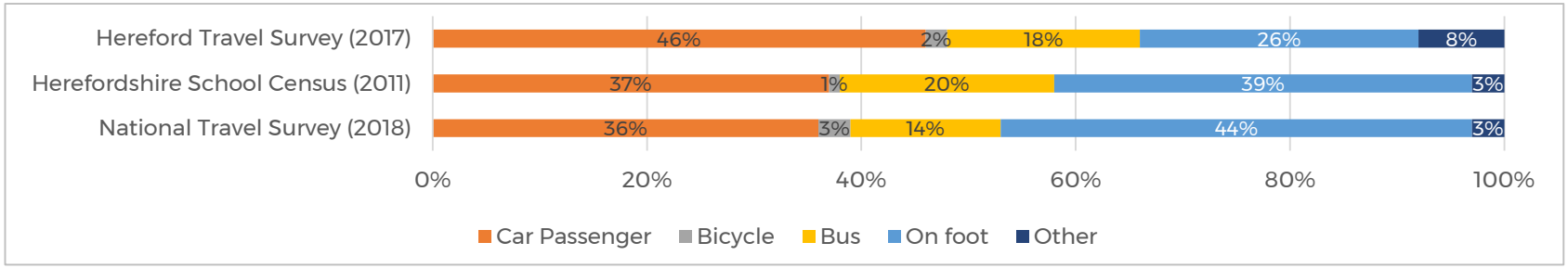
Travel mode – travel to work by Hereford Enterprise Zone employees

Source: 2018 Travel Survey (link)



Travel mode – travel to school

Sources: Hereford Household Travel Survey 2017, National Travel Survey (link) and Herefordshire Sustainable Mode of Travel to School Strategy (link)



Travel mode

Data on travel mode is collected annually in the National Travel Survey. It was also collected in the 2011 Census and in the 2017 Household Travel Surveys commissioned by Herefordshire Council. The latter survey was based on respondents' completion of a travel diary – figures included in this report are based on respondents' first trip of the day. Based on this survey, walking is proportionally the second most important travel mode in Hereford.

A higher proportion of employees of Hereford Enterprise Zone commute by car than the Hereford average.

Travel as a car passenger accounts for nearly half of the school run in Hereford, which is higher than the national picture. Walking accounts for a quarter of all travel to school in the city, which is lower than across the country as a whole.

3. Hereford's Transport Factfile

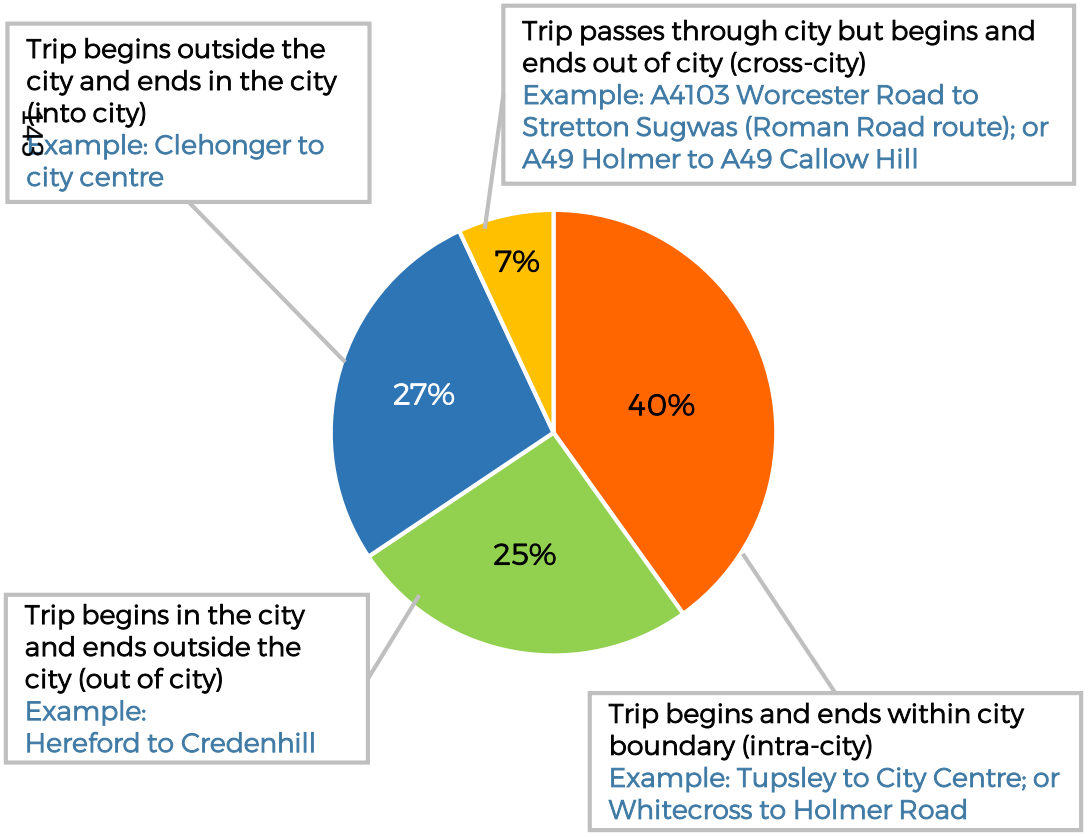
Travel flows - Introduction

Data on travel flows in Hereford has been derived from (a) traffic surveys carried out in 2016 and (b) from Census data on travel to work. These are described in the chart below and the tables to the right.

Travel flows – motor vehicle trips

The chart below indicates that the largest proportion of motor vehicle trips in Hereford have start and end points within the city and are therefore relatively short-distance journeys. Journeys which pass through the city with origins and destinations outside the city are a relatively small proportion of all trips.

Categories of motor vehicle travel flows through Hereford from 2016 traffic surveys



Travel flows – Census 2011 travel to work data

Data on travel to work patterns is collected most comprehensively in the Census. In 2011 over 70% of Hereford residents who regularly commuted to work travelled to a destination elsewhere within the city. This is a higher level of self-containment compared to the county's market towns, where between 45% and 50% of residents live and work in the same town.

Employment in Hereford is particularly important for residents of villages surrounding the city. 65% of commuters from villages to the south-west of Hereford (in the Madley and Clehonger areas) travel to jobs in the city. Around half of those commuting from villages north-west and north-east of Hereford travel to jobs in the city.

Census 2011 – Employment location of commuters usually resident in Hereford and travelling to work (link)	
Work within in Hereford	71%
Work elsewhere in Herefordshire	19%
Work elsewhere in the UK	10%

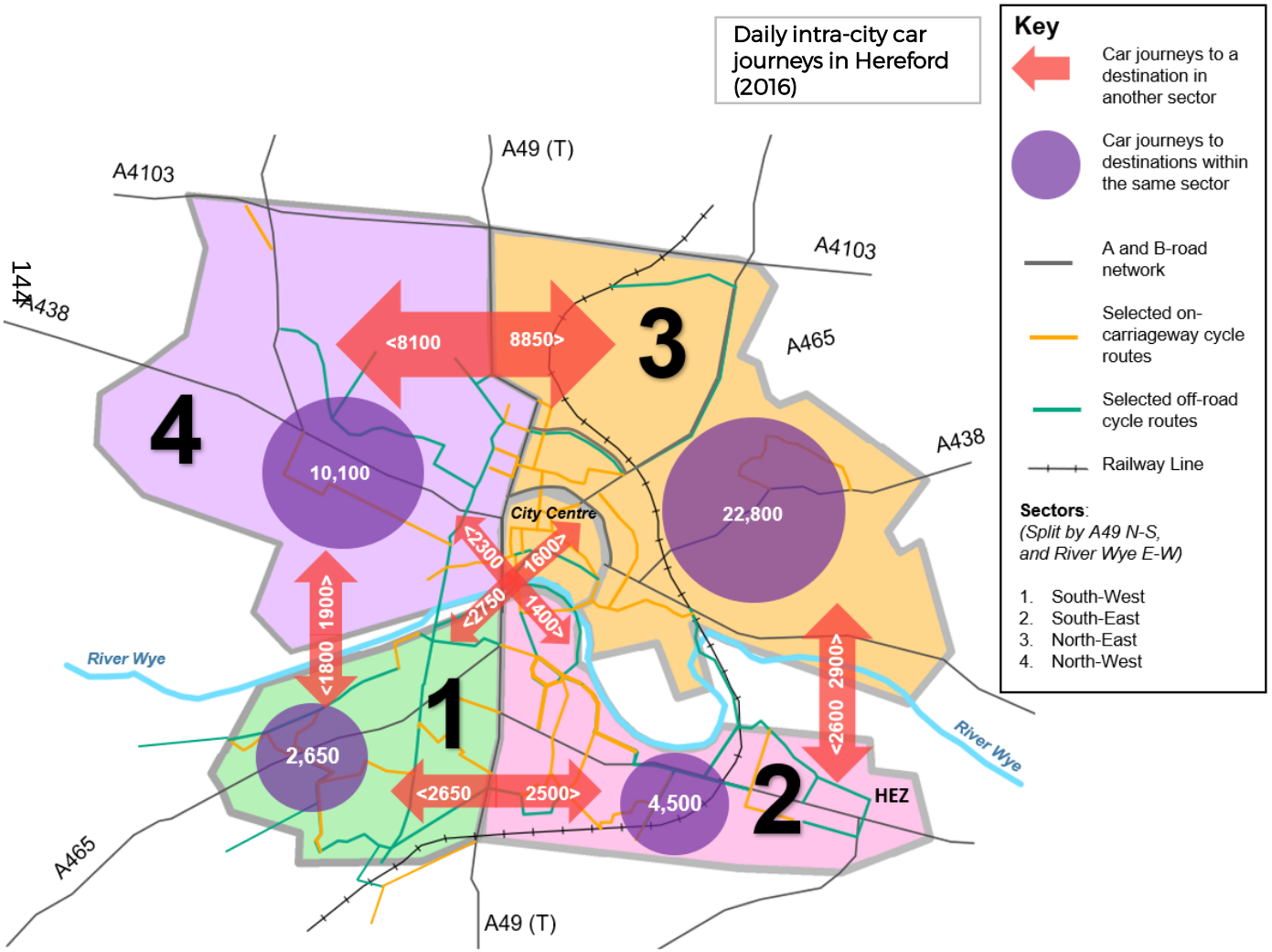
In 2011 around 40% of employees who regularly commuted to jobs based in Hereford lived outside the city. Nearly three-quarters of this group live elsewhere in Herefordshire.

Census 2011 – Home location of commuters travelling to work in Hereford (link)	
Live within Hereford	59%
Live elsewhere in Herefordshire	32%
Live elsewhere in England & Wales	9%

3. Hereford's Transport Factfile

Travel flows – continued

The plan below indicates the number of daily motor vehicle trips which do not leave the city boundary and travel between, or within, the four quadrants of the city. The data was derived from traffic surveys carried out in 2016. The plan includes motor vehicle journeys made for all purposes, including shopping, visiting friends, commuting, travel to school or college, and so on. The four quadrants and the key locations within them are listed to the right.



Quadrant 1	**South-West Hereford** (Belmont, Hunderton, and Newton Farm)
Quadrant 2	**South-East Hereford** (Hinton, Putson, Rotherwas and Hereford Enterprise Zone)
Quadrant 3	**North-East Hereford** (City Centre, Hampton Park, Tupsley, College Green, Holmer and Holmer Road employment area)
Quadrant 4	**North-West Hereford** (Whitecross, Bobblestock, Westfields and Widemarsh employment area)

The plan shows that:

- The largest number of short-distance car trips are made within the north-east quadrant of the city (22,800 trips), which includes journeys to the city centre from elsewhere in the quadrant;
- The second largest number of short-distance car trips trips are made between north-east and north-west Hereford, and vice versa (16,950 trips);
- The third largest number of short-distance car trips are made within the north-west quadrant of the city (10,100 trips); and
- In total just over 40,000 daily car trips have their start and end point in the same quadrant of the city – and are likely to be no longer than 2 miles in length.

3. Hereford's Transport Factfile

County and regional journeys

Motor vehicle journeys

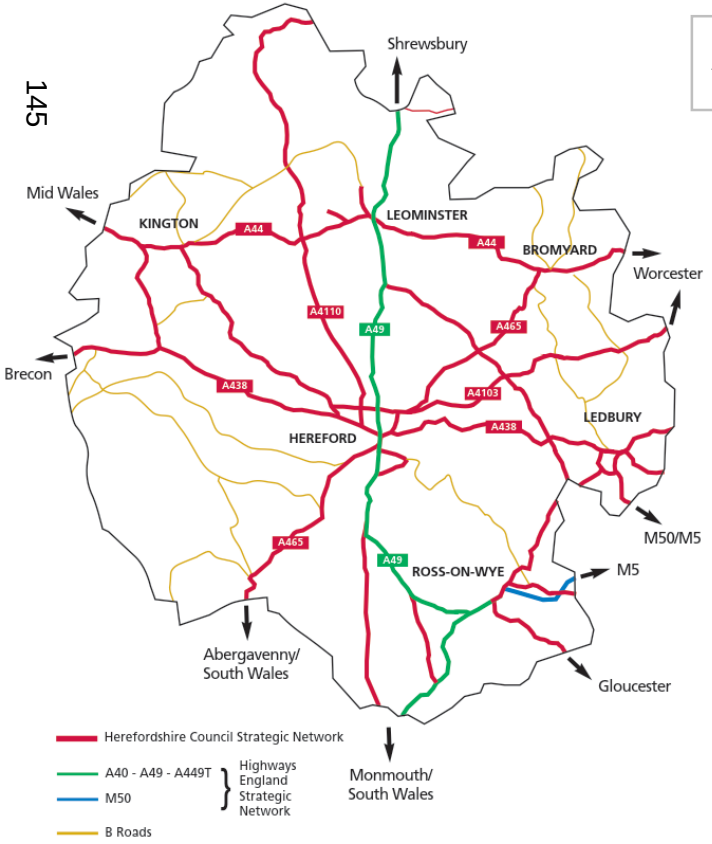
Some longer-distance road and rail journeys pass through Hereford. These include journeys with certain origins or destinations in parts of South, Mid or North Wales and in parts of the West Midlands counties. Based on traffic surveys conducted in 2016, 7% of motor vehicle trips recorded in Hereford pass through the city but begin and end outside of city. Congestion and longer journey times within Hereford leads some drivers whose journeys would otherwise pass through the city to seek out alternative routes.

The alternative routes include other River Wye crossings upstream or downstream of the city (Bridge Sollers, 10km upstream and Holme Lacy 7km downstream) or via longer diversionary routes. Some of the diversionary routes use lower-standard rural roads rather than A- or B-roads.

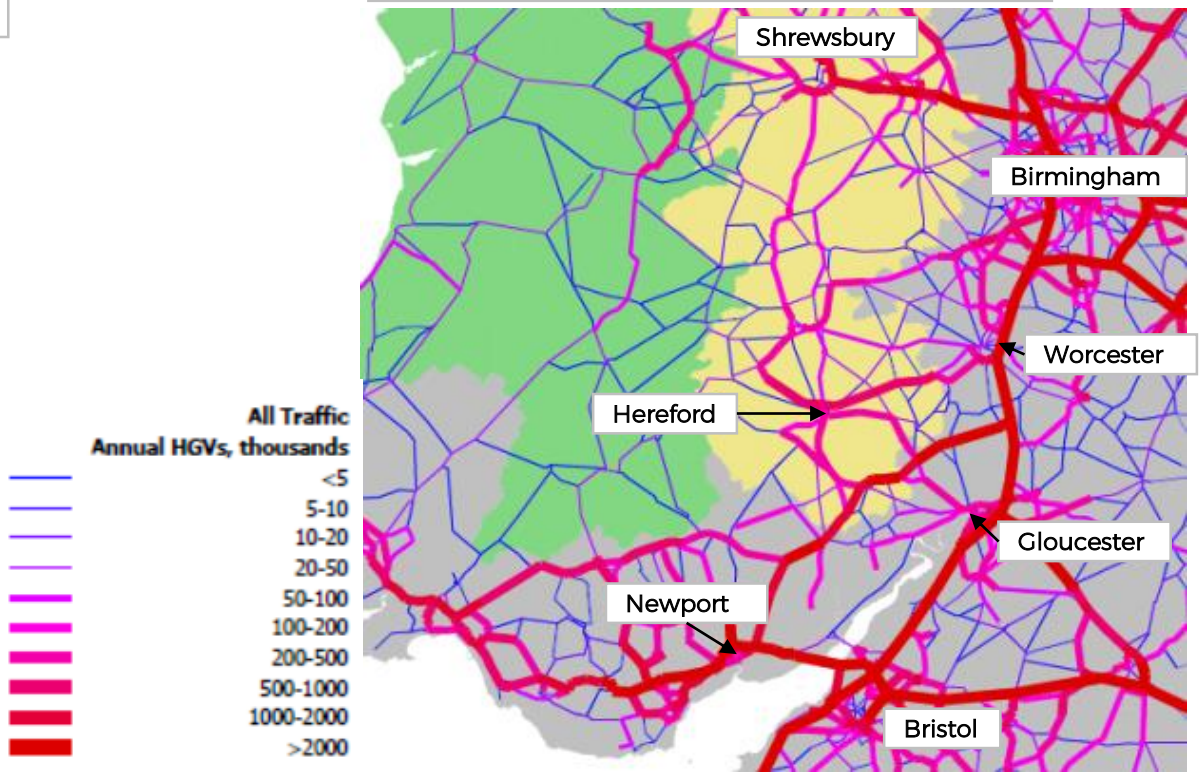
Although only 7% of the traffic within Hereford is through traffic, the A49 is part of the national Strategic Road Network and is operated and maintained by Highways England, a government company. This route caters for vehicles travelling to destinations between the A40 (Ross-on-Wye) and A5 (Shrewsbury) and beyond (see plan below left). Likewise, roads such as the A438, A465, A480 and A4103 cater for through traffic between such areas as Abergavenny, Kington, Ledbury and Worcester. The plan below indicates the annual number of freight movements made on routes through Hereford, for east-west movements as well as north-south flows. For such journeys, the road network through Hereford has an important regional connectivity role.

Herefordshire Council is a member of Midlands Connect. Members comprise 22 local authorities, nine Local Enterprise Partnerships, East Midlands and Birmingham airports, and chambers of commerce covering the area from the Welsh border to the Lincolnshire coast. The body published its 25-year Transport Strategy in July 2017 setting out a rolling programme of strategic road and rail improvements and since then has submitted funding bids for a range of these proposals.

Herefordshire's Strategic Highway Network



Annual Heavy Goods Vehicle Movements [Marches and Mid Wales Freight Strategy Technical Annex, 2017]



3. Hereford's Transport Factfile

Motor vehicle journeys

Includes taxis, motorcycles and scooters. Parking and freight are covered separately

Existing network: The street network is not evenly distributed across the city and many A-road corridors radiate out from the city centre. There are a limited number of 20mph zones but the majority of city's streets have 30mph speed limits.

Existing vehicles: 25% of households in Hereford have no access to a private car or van compared to 16% of Herefordshire households and 23% of households in England excluding London (link). A In the city centre, parts of Hinton, Hunderton and Newton Farm between 40-50% of households do not have access to a car or van.

Existing journeys: The proportion of all trips made in Hereford by driving are in line with national averages but the levels of car commuting to work is lower. In some edge-of-city suburbs (Hampton Park Road, Belmont Rural and King's Acre Road) more than 70% of commuting residents drive to work; north of Roman Road the figure is 80% (link).

Driving for all purposes (% of all trips)	Hereford 2017 = 61% [Hereford Household Travel Surveys]		England 2018 61%
Driving to work by employed residents (2011 Census) (link)	Hereford 56%	Herefordshire 63%	England excluding London 66%
Car/van passenger for all purposes (% of all trips)	Hereford 2017 = 5% [Hereford Household Travel Surveys]		England 2018 22%
Travel to work as car/van passenger (2011 Census)	Hereford 7%	Herefordshire 6%	England excluding London 6%

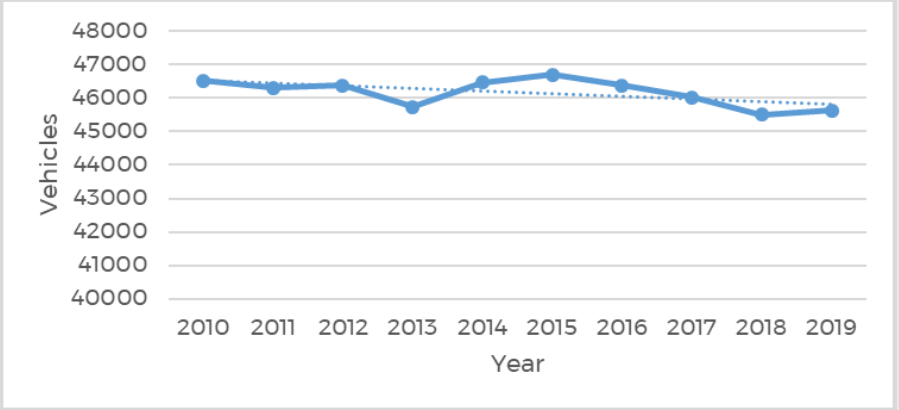
Travel to work by motorcycle and taxi each represented less than 1% of all commutes.

The highest traffic flows are on the A49 Greyfriars Bridge, with annual average daily traffic flows of 45,630 vehicles recorded in 2019. Flows are around 2% lower than they were in 2010. Traffic flows remain high all through the inter-peak period (see image to right).

Key issues:

- Longer journey times: Surveys found that cross-city journeys on the A49 between 0800-0900 took on average 9 minutes longer northbound and 7 minutes longer southbound than equivalent journeys taking place between 0700-0800. Note that some journey times will be longer than this.

A49 Greyfriars Bridge Annual Average Daily Traffic Flows 2010-2019



Source: Herefordshire Council automatic traffic count

- Queuing and delays occur at junctions and sections of the main road corridors plus other roads, particularly in the morning peak period. Delays also occur at locations outside the city where drivers use routes to avoid the congestion in the city. The city has significant amounts of *transient queuing* (i.e. for example sat at traffic signals waiting for them to turn green) across the network, especially at peak times. In addition *overcapacity queuing* also occurs regularly (i.e. junctions are over capacity and queuing does not clear in one signal phase).
- Short distance trips: Just under 80,000 motor vehicle journeys made daily within the city have their start and end points within the city (see infographic on previous page), most of which are very short distance trips. More than 40% of Herefordshire residents who usually drive to work travel less than 2km (link).
- Limited route options, particularly for north-south movements (one major bridge crossing of the Wye within the city) but also for east-west movements north and south of the river. The absence of alternative routes means that the transport network is not resilient to disruption and road closures caused by collisions or other incidents. Incidents can result in quickly deteriorating transport conditions.
- Drivers re-routing via less suitable residential roads and rural routes in response to congestion and unreliable journey times. Some of the routes are substantially longer than the most direct route;
- There is limited highway space to share between different transport modes. Private cars are a relatively space-inefficient mode of transport compared to walking, cycling and public transport. 62% of car trips in England made for any journey purposes are made by lone drivers (link); and
- Condition of the road network: A higher proportion (7%) of Herefordshire A-roads should be considered for maintenance compared to 3% of English A-roads.

3. Hereford's Transport Factfile

Pedestrian journeys

Refers to all journeys made in pedestrian spaces including wheelchairs and mobility scooters

Existing network: Footways are adjacent to most carriageways in the city, with a number of additional off-carriageway connections. The city centre has an extensive pedestrianised area. The walking network is not evenly distributed across the city, being less dense and with significant gaps in some suburbs.

Existing journeys: There are above average levels of walking to work in Hereford (see infographics below).

Walking for all purposes (% of all trips)	Hereford 2017 = 17% [Hereford Household Travel Surveys]	England 2018 27% (link)

Walking to work by employed residents (2011 Census) (link)	Hereford 21.4%	Herefordshire 17%	England excluding London 11.7%

In Hereford annual average daily pedestrian flows on surveyed routes (including the seven major radial corridors into the city) have fallen by 18% between 2012 and 2017/18 (link). Nationally, the average number of walking trips marginally increased (by 1% between 2002 - 2018) and average walking miles increased by 2% (link). The highest road crossing flows were recorded at city centre locations [*Hereford Transport Model Report of Non-Motorised Users and Public Transport Data 2018*].

Key issues

- The River Wye, railway line and major roads form major physical barriers to pedestrian movement with limited crossing points or layouts which require the road to be crossed in several stages. This can lead to longer walking journeys to reach crossing points and pedestrians choosing to cross roads away from dedicated facilities. Safe connections across the A49 section of the ring road are particularly limited;
- Severance and delay to pedestrian journeys due to the speed and volume of traffic on many roads and with no priority over vehicles when crossing side roads;
- There is below average public satisfaction in relation to the condition of pavements, cleanliness of routes, signposting on routes, and safe crossing points in Herefordshire (link);
- Lack of inclusive infrastructure to cater for different groups in society, such as public toilets, benches and seating areas in public spaces; and
- Other pedestrian environment issues such as pavement parking, steps, no dropped kerbs at road crossings and locations without zebra or signal crossings can disproportionately impact on particular groups in society, including the less mobile or those with a disability.

Cycle journeys

Existing network: The network of routes available for cycling comprises all of the roads plus off-road links, such as Great Western Way and Hereford Greenway. The network is not evenly distributed across the city, being less dense, and with significant gaps, in some suburbs.

Existing vehicles: 42% of people in England currently own or have access to a bicycle (link). Within the city there are 186 pay-as-you-go Beryl Bikes available from 39 bays.

Existing journeys Cycling has a higher mode share in Hereford than nationally.

Cycling for all purposes (% of all trips)	Hereford 2017 = 5% [Hereford Household Travel Surveys]	England 2018 2% (link)

Travel to work by employed residents (2011 Census) (link)	Hereford 7.9%	Herefordshire 4%	England excluding London 2.9%

Between 2003 and 2018 cycle flows measured at a number of the city's off-road routes increased by an average of 73%. Nationally, average cycling trips have decreased 5% (2002 - 2018) but average cycling miles increased 50% (link).

Many of the most popular routes used by Beryl Bikes users are the most heavily trafficked road corridors (see image to right).

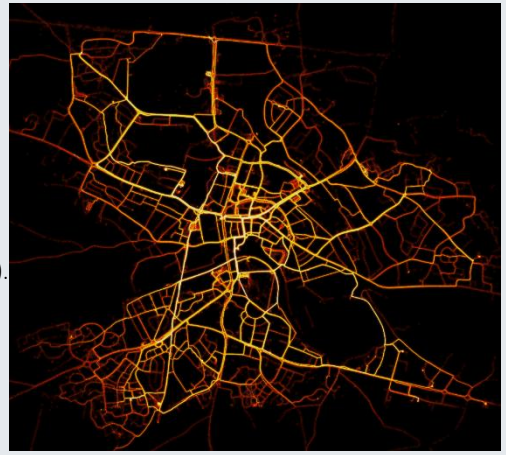


Image to right: Beryl Bike use up to October 2019. Lighter / whiter colours denote more intensive cycle use

Key issues

- The cycle network is currently fragmented and disjointed: there are some good quality off-carriageway routes but most of the busiest roads have no protected cycle tracks. Cyclists often use indirect routes to avoid these busy road corridors. Non-cyclists can be unaware of the existence of off-road connections.
- Safety concerns were a top five reason deterring people from walking and cycling identified in the Hereford Household Travel Survey. 61% of respondents to the National Travel Attitudes Survey (link) believe that cycling on the roads is too dangerous. A-roads are often the most direct network available for cyclists, but also places where fear of and intimidation by motor vehicles is greatest.
- Critical junctions: The city has a large number of junctions where cyclists come into potential conflict with heavy or fast motor traffic and have no priority or dedicated crossing phase.

3. Hereford's Transport Factfile

Bus and coach journeys

Existing network: The bus network radiates into/out of the city centre and journeys to most other destinations require interchange. Currently there are two bus stations, separate from each other and the railway station, with some services terminating at Shire Hall. A bus hub is planned adjacent to the railway station. National Express coach services run from the country bus station to London via locations including Gloucester.

Most city routes are run by Yeomans Canyon Travel without public subsidy on half hourly or hourly timetables pre-Covid. The exception is service 74 (Newton Farm – City Centre), with 4-5 services per hour. The county's core network, connecting Leominster, Ledbury, Kington and Ross-on-Wye to Hereford, operates broadly hourly Monday to Saturday, whilst other routes are less frequent. There are almost no Sunday services.

Existing journeys: Levels of commuting by bus are low in Hereford, but bus use for all trip purposes is higher than the national average – see infographic below.

Bus travel for all purposes (% of all trips)	Hereford 2017 = 7% [Hereford Household Travel Surveys]	England 2018 = 5% (link)

Travel to work by employed residents (2011 Census) (link)	Hereford 2.%	Herefordshire 1.7%	England excluding London 6.6%

Bus use in the city declined by 65% between 2001 and 2018, although much of the reduction occurred before 2009 (link and *Herefordshire Local Transport Plan Progress Report 2018-19)*. For comparison, bus use declined by 28% across the West Midlands (link) during the same period. There are now more bus trips made on Herefordshire's rural network than on the city network.

Key issues:

- Service frequency: Bus frequencies have been reduced on several city and country routes in recent years. Nearly a quarter of bus passengers thought bus frequency was poor or very poor. This does not account for the views of non-bus users;
- Service quality: Customer features such as contactless payments, on-bus Wi-Fi and USB charging for mobiles have been introduced on some but not all buses in Hereford. Real-time information (at stops or online) is also available at some bus stops;
- Cost: Nearly 30% of fare-paying passengers on local bus services thought fares were poor or very poor value for money (again, this does not include those who do not travel by bus) [Transport Focus Herefordshire Bus Passenger Survey 2016];
- Journey times: Journey time analysis indicates that buses do not have a competitive advantage over other modes except walking;
- Post-war street layouts favouring cul-de-sacs means there are limited number of through routes which can be used by buses, especially south of the river; and
- For many commuting journeys within Hereford there is a preference for car even where bus services are available, such as from north-east Hereford to the city centre area.

Rail journeys

Existing network: Hereford's rail station is situated to the north-east of the city centre. It is served by rail lines in three directions – the Marches Line connecting Newport to the south and Shrewsbury to the north and a line from the east (Worcester). Trains are operated by three companies – Great Western Railway, Transport for Wales (TfW) and West Midlands Trains. TfW operate Hereford railway station. There are only three other railway stations in the county.

Existing journeys: Rail travel represents a very small proportion of journeys made in Hereford – see infographic below.

Rail travel for all purposes (% of all trips)	Hereford 2017 = 1% [Hereford Household Travel Surveys]	England 2018 2% (link)

Travel to work by employed residents (2011 Census) (link)	Hereford 0.6%	Herefordshire 0.5%	England excluding London 4.1%

Between 2008 and 2018 rail trips to and from Hereford rail station increased by 27%, compared to a 39% increase nationally. In 2018-19 an estimated 1,241,000 entries and exits and 57,000 interchanges were made there (link).

In a one-day survey at the rail station in March 2017 there were 1,778 passenger arrivals and 1,675 departures [*Hereford Transport Model Report of Non-Motorised Users and Public Transport Data 2018*].

Key issues:

- Only one railway station serving the city and only two of the five market towns in Herefordshire (Ledbury and Leominster) are directly served by rail. This limits the contribution of rail for local journeys;
- Poor rail-bus integration: The railway station is served by two local and six rural bus services and both of the city's two bus stations are some distance from it. On completion of the bus hub the majority of services will relocate from the country bus station, enhancing interchange;
- Frequency and timetable gaps: The services on each line do not operate on a clockface timetable – i.e. with scheduled departures at the same time every hour. In the pre-Covid spring 2020 timetable there was only one arrival from Ledbury into Hereford between 0700 and 0900 (compared to three from Abergavenny and four from Leominster). There are instances of gaps in the timetable of up to 1 hour 15 minutes on each line; and
- The Hereford Area Plan consultation (link) asked about improving access to the railway station. The most commonly raised public views related to (i) bus services, including shuttle services around the city centre, park and choose, improved taxi and drop-off areas (76 comments) and (ii) safe walking and cycling routes to the centre, wider footways, cycle storage at the station and an underpass through to the station (45 comments).

3. Hereford's Transport Factfile

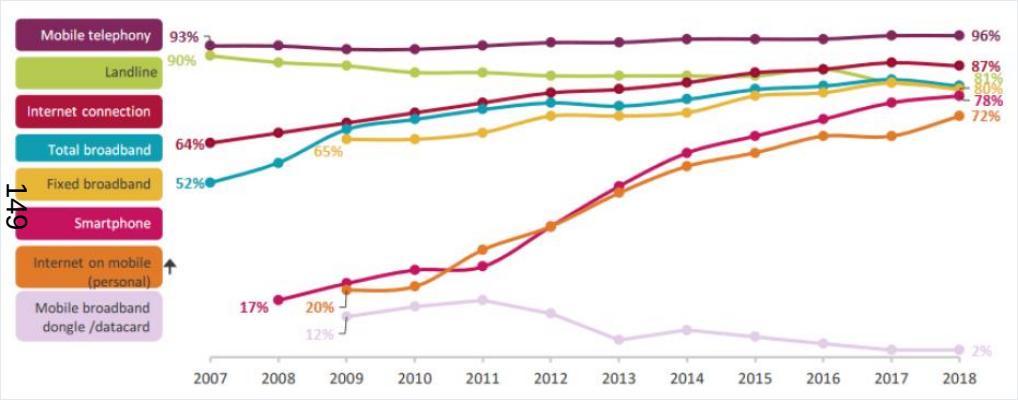
Digital connectivity and reducing the need to travel

Existing situation:

- In 2011 one in 10 employed Hereford residents mainly work at or from home and a further 8% had no fixed place of work (link). Home working is more significant across the county as a whole.

Working from home as a percentage of employed residents (2011 Census) (link)	Hereford 10%	Herefordshire 17%	England excluding London 11%

- Nationally nearly 80% of people have a smartphone and nearly 90% have an internet connection (see graphic below (link).



Ofcom Communications Market Report 2019

- 91% of Herefordshire homes and businesses can access superfast broadband (classed as 24 megabits per second over above) and speeds of over 30 megabits per second (from under 1% in 2012). This is behind the UK national average of 97%. Over 20% of county has access to full fibre broadband, compared to 10% nationally (link).

Key issues:

- Less than 8% of adults nationally have never used the internet but levels of digital exclusion are much higher in some groups (link);
- Rural mobile phone network coverage lags behind that of urban areas. Whilst 65% of the county's households can receive a signal indoors from all four mobile phone operators, there are nearly 4% of households who cannot receive a signal indoors from any operator (link); and
- Facilities and services in many rural areas have closed. This increases the need to either travel to urban areas to access them, or to access services online.

Travel Information and Promotion Programmes

Existing activity: Herefordshire Council provides a range of travel information, advice, support and promotion activities, supported by other organisations in the county. The key elements of this are:

Choose How You Move: this is the brand identity which aims to reduce traffic congestion and improve quality of life by promoting and supporting increased bus travel, car-sharing, cycling and walking. *Choose How You Move* is funded by the Department for Transport.

Destination Hereford: this project aimed to increase active and sustainable travel, and improve rural access to public transport between 2011 and 2015, with £4.97 million from the DfT (link). It covered a range of initiatives including providing personalised journey planning with residents across parts of the city. Surveys in 2012 and 2015 indicated that after the project there was:

- A net 2.7% change over the three year period from car journeys to journeys made by public transport and active travel modes;
- An increased share of journeys made by active travel modes (27% of all journeys in 2015 compared to 22% of all journeys in 2012);
- Similar levels of public transport use (7% of all journeys in 2015 compared to 8% in 2012); and
- A decrease in car driver mode share (from 66% of all journeys in 2012 to 57% in 2015).

Travel plans: The Council encourages employers and schools to prepare travel plans outlining measures to reduce car use, promote sustainable travel behaviour and reduce the need to travel. Preparing travel plans are also a condition of certain planning permissions, such as for major residential developments.

The Enterprise Zone has prepared an area-wide travel plan to encourage sustainable travel as a condition of the simplified planning arrangements in place (link). Each business must prepare and implement their own travel plan to support this.

Other activities – The Council funds or oversees a range of other activities. For example, in 2017/18 65 schools in the county received road safety talks covering 3,801 children in Reception up to Year 5 [*Herefordshire Local Transport Plan Progress Report 2016/18*].

Key issues

- Many people have limited knowledge of alternative travel options;
- Many initiatives are revenue funded by competitively bidding for a share of government monies. These tend to be short-term funding streams, and there is therefore a risk that that they will not have a long-term impact/benefit;
- There is an emphasis on smartphone apps as a means of providing travel information, which limits knowledge for those who do not have the technology.

3. Hereford's Transport Factfile

Freight and delivery journeys

Existing network and vehicles: Hereford forms a 'through' route for road freight in several directions, particularly along the A49(T) and A465. The A49(T) serves as the only north-south corridor for freight movements through the city, with limited alternative options. Some roads have weight limits or access-only restrictions to prevent their use as through routes by heavy goods vehicles.

LGVs represent 12% of all licenced vehicles in Herefordshire (18,100) compared to 2,000 HGVs (link).

Road transport by lorries (heavy goods vehicles, or HGVs) and vans (light goods vehicles, or LGVs) are the dominant modes for freight distribution.

Within the county there are aggregate rail freight facilities at Moreton-on-Lugg. Several distribution firms are based at Rotherwas, such as DPD, Parcelforce and APD.

Hereford Pedicargo carry out deliveries and waste collection by cycle in the city within 3km of High Town, including last mile deliveries and first mile collection services for national organisations.

Existing journeys: On average HGVs comprise more than 6% of motor traffic on the A49 Greyfriars Bridge and more than 4% of motor traffic on other parts of the A49 (Ross Road and Holmer Road) and A438 Newmarket Street. On most other main road corridors HGVs comprise between 1-3% of all motor traffic. As a similar comparator city, Salisbury's inner ring road carries between 3-4% HGVs. The agri-food industry dominates road freight – see **table below**.

Road freight by commodity transported in the Marches & Mid Wales area

Marches & Mid Wales Freight Strategy 2018

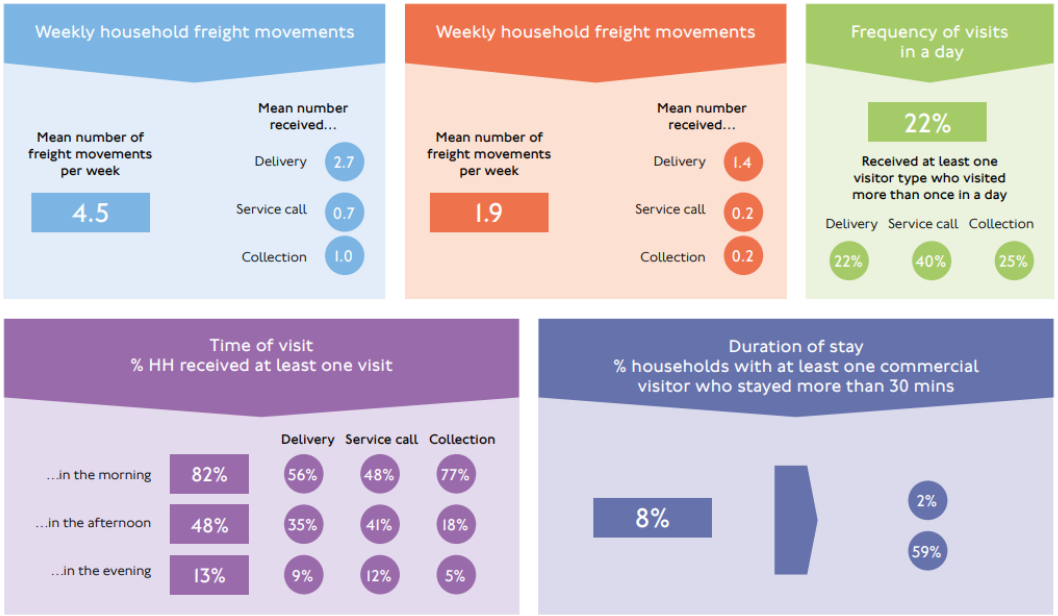
	Inbound road freight	Outbound road freight
Total traffic (million tonnes)	20.2	22.7
Temperature controlled foodstuffs	20%	25%
Other Foodstuffs	25%	26%
Construction & Metals	20%	23%
Crude Materials & Manufactured Items	27%	23%
Petrol and Petroleum Products	5%	1%
Other Bulks	2%	2%

Source: MDS Transmodal GB Freight Model

Nationally LGV traffic has risen by 97% over a 25 year period, compared to 13% for HGVs and 21% for cars and taxis (link). The rapid growth in van traffic is likely to be due to changes in the way consumers and businesses operate, including growth in internet shopping and associated home deliveries. It was estimated in 2018 that internet shopping deliveries accounted for 8% of all van mileage (link). The number of parcels shipped in the UK rose by 65% between 2012 and 2017 and the value of next-day deliveries rose from £3.1bn in 2012 to £5.5bn in 2016 (link).

Research into home shopping trends in London found that most households received one or two types of freight movement (deliveries) per day (link) – **see infographic below**. The level of deliveries is assumed to have increased during the Covid-19 lockdown period.

Research into freight movements to residential households



Key issues

- Unreliable journey times and delays to freight and deliveries due to congestion;
- Limited opportunities to convert long-distance freight to other modes;
- Current reliance on vans for home deliveries; and
- Emergence of drones as means of making certain urgent non-bulky deliveries (link).

Parking and loading

Existing supply by mode

Vehicle parking: There are approximately 3,700 off-street public parking spaces in the city centre distributed across 27 sites. 15 of these car parks are controlled by the Council (more than 60% of the total spaces), and the other 12 car parks are privately owned. There are also over 400 on-street parking bays in the city centre, some of which are pay and display (link).

Many commercial premises across the city, including in the main employment areas, and out-of-centre retail sites have extensive free parking. There are estimated to be between 900-1,000 private non-residential parking spaces in the city centre area encircled by the inner ring road.

City centre on-street parking charges were introduced in 2017. Charges apply from 8am to 6pm, Monday to Saturday (including bank holidays) and do not apply on Sundays.

There are 24 residents' parking zones, mostly in or close to the city centre (link) and the Council's residents' parking policy was updated in 2017 (link).

Loading: Many businesses and organisations do not have off-street loading facilities and deliveries and collections take place instead in the street. Factors including the type and size of business and the role of home delivery influence the products which need to be transported, the vehicles used, the frequency and timing of vehicle movements, and so on.

The Council uses Traffic Regulation Orders to mark out dedicated loading bays or sections of road where loading is permitted, often between specified hours. Loading facilities (for Goods Vehicles only and all vehicles) are predominantly positioned around the core city centre in Broad Street, Commercial Road, Gaol Street, King Street, St Peter's Square, Union Street, West Street & Widemarsh Street. These bays serve these streets plus the pedestrianised zone, to ensure that this remains vehicle-free after 10:30 and before 16:30. The use of these bays is reserved for loading of heavy or bulky items that could not otherwise by carried by hand, in order to support businesses and their customers in the day-to-day commerce of the city centre.

Cycle parking: There are over 500 public cycle parking spaces at over 50 locations across the city. These range from on-street hoops (often known as Sheffield stands) to covered shelters at busier destinations. The Council has provided grants to local businesses of up to 250 employees and city schools to install cycle parking. 75 of the 79 schools in the county have some form of cycle rack. (link)

Park and choose: There are seven park and choose sites on the edge of Hereford, from where drivers can continue journeys on foot, by cycle or by bus. The seven sites have a total of 183 car spaces and 31 cycle lockers (link).

Existing demand:

1.13m visits were made to Council off-street car parks in Hereford city centre (October 2018-September 2019), an increase of 1.7% on the previous year. This covers payments within coins or cards and pay by phone, but does not account for season ticket use, on-street parking, trips made to privately-owned car parks or private parking.

2016 surveys found that some car parks were close to or at capacity (the bus station, Bath Street, Gaol Street, Maylord Orchard, Union Walk, West Street, Wye Street and Venns Close/Symonds Street) whilst other locations had more than 50% available spaces, including Merton Meadow and Friars Street.

Key issues

- City centre vehicle parking spaces are spread between a number of smaller car parks which can be difficult to access and find for visitors;
- High demand to park in certain city centre car parks or streets can result in drivers circulating in search of spaces. There is also high levels of demand for limited on-street parking spaces in some residential areas, such as terraced streets close to the city centre;
- The Council's parking tariffs seek to cater for different requirements but can be complex to understand;
- Some residential streets in areas without parking restrictions are subject to overspill commuter parking;
- Those who drive to work or shop at locations outside the city centre often have free parking, in contrast to the city centre arrangements; and
- The Council does not control the cost and availability of parking at the 12 privately owned car parks in the city centre;
- The use of digital signage (to help drivers find spaces) is now being superseded by smartphone apps;
- The availability of safe cycle parking is considered to be an important factor influencing levels of cycling;
- 71% of respondents to the Hereford Area Plan considered there was a need for more parking to be identified (link); and
- Plug-in cars and vans comprise less than 1% of all the county's vehicles (link). There are a limited number of existing public electric vehicle charging points, with 8 chargepoints across 6 city centre car parks in Hereford, plus a further 11 chargepoints at supermarkets, businesses and organisations elsewhere in the city. A significant increase in electric vehicle charging points will be required to cater for future demand, with the proposed 2035 ban on the production of petrol and diesel cars.

3. Hereford's Transport Factfile

Key transport policies and strategies – local and regional

Selected key current local and regional strategy and policy documents are listed and summarised below:

Herefordshire strategies and policies

- Herefordshire Carbon Reduction Plan 2020-21 to 2025-26 was issued in April 2020;
- Herefordshire Local Plan Core Strategy 2011 – 2031 (2015) – Sets out the spatial planning strategy for Herefordshire, including transport policies;
- Herefordshire Local Transport Plan 2016 – 2031 (2016) – sets out strategy and policies for delivering all aspects of transport and travel in the county, taking account of the growth set out in the Core Strategy; and
- Herefordshire Sustainable Modes of Travel to School Strategy (SMOTS) (2018) – Outlines how proposals to promote and facilitate sustainable travel to and from schools.

Regional strategies and policies

- Midlands Connect Strategy (2017) – 25-year strategy for rail and road improvements;
- Driving a Revolution in Rail Services for West Midlanders – A 30-year Rail Investment Strategy (2018-2047) - Aims to improve regional rail connectivity;
- Highways England – The Midlands to Wales and Gloucestershire Route Strategy (2015) – Set out options for long-term investment in the Strategic Road Network;
- Investing in Strategic Transport Corridors in The Marches (2016) – The report sets out strategic transport priorities for investment in the strategic road and rail network in the Marches LEP area (covering the three authorities of Herefordshire, Shropshire and Telford & The Wrekin); and
- The Marches & Mid Wales Freight Strategy (2017) – Sets out the strategy to ensure the efficient movement of freight in the Marches and Mid Wales while minimising impacts on the environment and residents.

Key transport policies and strategies – national

Selected key current national strategy and policy documents are set out below, in order of publication date:

- Transport Investment Strategy (2017) – Sets out how the DfT will respond to today's transport challenges.
- Connecting people: A strategic vision for rail (2017) – Explains the government strategy to improve reliability, expand the network, enhance passenger experience, modernise the rail workforce and make the sector more productive and innovative;
- Cycling and Walking Investment Strategy (2017) - Sets out DfT's aspirations to create a walking and cycling nation through short and long-term actions by 2040;
- Future of Mobility: Urban Strategy (2019) – Principles which will guide the approach to emerging mobility technologies and services in urban areas. A parallel document is expected on the future of mobility in rural areas;
- Inclusive Transport Strategy: achieving equal access for disabled people (2019) – Principles which will create a genuinely inclusive transport system that works for all;
- Gear Change – A bold vision for cycling and walking (2020) – Outlining the steps required to make England a great cycling and walking nation; and
- Road Investment Strategy 2 (2020) – Outlines a long-term vision for motorways and major roads and a five-year investment programme from 2020 to 2025;
- Transport Decarbonisation Plan – when published later in 2020, this will set out how the government intends to reduce transport emissions and reach net zero transport emissions by 2050. An initial publication entitled Decarbonising transport: setting the challenge published in March 2020. This set five strategic priorities – to accelerate the mode shift to public transport and active travel, decarbonise road vehicles, decarbonise goods transport, tailor solutions to places, make the UK a hub for green technology and innovation and driving global carbon reductions; and
- National Bus Strategy – government announced in February 2020 the intention to prepare a long-term vision for buses focused on passenger priorities and with a long-term funding commitment. The publication date is not yet known.

Future trends and scenarios

Future travel demand

Commentary

A government Commission on Travel Demand (link) notes that transport bodies are currently required to develop their plans based on the National Trip End Model which forecasts travel demand. Whilst this factors in projections on population, employment, housing, car ownership and trip rates it does not take account of government policies on themes such as public health or climate change. The commission recommends that a '*predict and provide*' approach is replaced with a '*decide* [the desired future scenario] *and provide*' approach. In addition it does not require authorities to test strategies against a range of potential scenarios.

Covid-19

The Coronavirus emergency substantially changed short-term travel demand and travel behaviour. A range of different future travel demand and behaviour scenarios are possible in the medium to long term, with key influences including:

- reduced levels of trip-making due to fewer commuting and shopping trips and increased working from home;
- Lower levels of public transport use;
- Higher levels of car use and / or higher levels of cycling and walking; and
- Redesigning city streets to enable longer-term social distancing.

Future Trends

Current transport forecasts incorporate government predictions and assumptions and are largely based on past trends. However, transport and travel is influenced by economic, environment, social and technological changes. Whilst there is significant uncertainty, key expected mobility trends include:

Decarbonisation and alternative vehicle power sources: The DfT state that there is no plausible path to net zero without major transport emissions reductions, reductions that need to start being delivered soon. (link). The UK has a current 2035 date for the end of sales of internal combustion engine vehicles. Subject to consultation this may be brought forward to 2032 to help address national air quality and carbon challenges. The change in vehicle energy sources will have significant requirements for infrastructure changes to facilitate charging.

Travel modes: The mix and mode share of different forms of transport will continue to change. E-scooters and other types of micro-mobility are increasingly common but currently illegal to use on public highways and footways (link). Some parts of the UK are trialling their use and a government consultation on legalising them took place in May and June 2020 (link).

Data and information: Digital and internet connectivity is considered by many to an essential backbone to allow many other innovations to be fully developed. Removing the need for travel, with remote working and the digital delivery of services, is a central element to future mobility;

Vehicle Automation and Technology: There is uncertainty over timescales and regulatory arrangements for autonomous (driverless) vehicles and their levels of autonomy. In-vehicle technology could have benefits in terms of safety and driver information;

Sharing: Many people are increasingly happy to share assets and services if it is convenient and the price is right. Shared access to mobility solutions in the form of bike hire (such as Beryl Bikes in Hereford), car hire, taxi or pooled transit and bus offer people alternatives to 'owning' a car, particularly in urban areas where services are accessible most of the time;

Future motor vehicle journeys: The Hereford Transport Model core scenario forecasts that the number of vehicle trips made in Herefordshire in the morning and evening peak periods are forecast to increase by up to 10% between 2016-2026. Motor vehicle travel time is forecast to increase by up to 14% due to a combination of congestion and longer distances travelled. Time spent in transient queues (such as waiting for traffic lights to change) is forecast to increase by up to 15% at peak times and queues at overcapacity junctions are forecast to increase by up to 88% at peak times.

Future rail journeys: Demand on the Marches Line is anticipated to grow by 34% between 2016-2023 and by 141% by 2043 (link).

Future cycle journeys: Based on trip distance and topography up to 40% of travel to work and more than 40% of travel to school journeys in Hereford have the potential to be cycled (link). This is subject to suitable infrastructure being in place. There is even greater potential if e-bikes are considered.

Future freight movement: Coordinated freight distribution using zero emission modes for first and last mile delivery is increasing in many cities across the UK.

Given the pace of change, an agile approach is key to navigating an uncertain landscape. To ensure that Herefordshire is best placed to benefit from the emerging future mobility landscape, a flexible approach is suggested which:

- Thinks about needs;
- Takes a people-centric approach, together with an activity- and place-led thinking about mobility;
- Actively anticipates change;
- Considers new business models / revenues; and
- Agglomerates mobility and utility

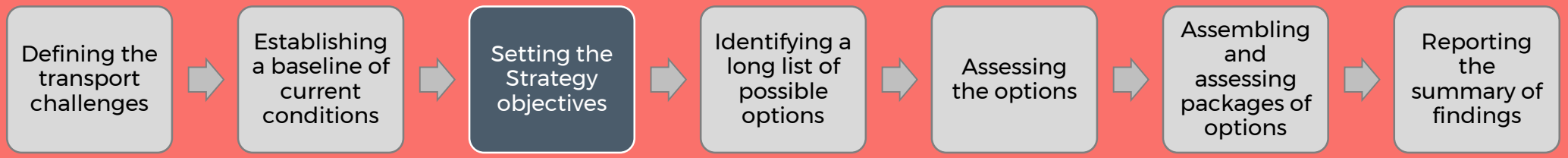
Future Mobility is a central element to the UK Government Industrial Strategy. To guide this the DfT released a Future of Mobility: Urban Strategy in 2019, and are due to release a Future of Mobility: Rural Strategy later in 2020.

3. Chapter summary

Chapter 3 summarised travel patterns in the city, based on available data, and described the city's current transport system and its key issues. It covered every major transport mode plus other aspects relevant to the baseline transport position in Hereford. The issues described in this chapter contribute to or exacerbate the key challenges referenced in Chapter 2.

Key elements from the chapter are summarised below:

- **Travel patterns** – The majority of journeys are short distance. Nationally 25% of trips are less than a mile; in Hereford nearly 40% of employed residents commute less than 2 kilometres. More shopping and leisure trips take place than commuting trips;
- **Travel flows –** 40% of motor vehicle trips in Hereford have both their start and end point in the city. More than 40,000 daily car trips start and end in the same quadrant of the city and are likely to be no longer than 2 miles. 52% of motor vehicle trips travel into or out of the city. The remaining 7% of trips start and end outside the city and pass through. Congestion and delays leads some drivers to use alternative routes avoiding the city;
- **Motor vehicle journeys** – Key interconnected issues in terms of large numbers of short-distance car trips, limited route options (especially river crossings), queuing and delays, longer journey times, and drivers re-routing via less suitable residential roads and rural routes. The highway network is not resilient to disruption, there is limited space to share between transport modes and a key corridor in the city, the A49, is controlled by a government company rather than Herefordshire Council;
- **Walking** is the travel mode with the second largest mode share for journeys by city residents. Key issues include major physical barriers and severance to pedestrian movements (caused by the River Wye, the railway line and the major roads) and below average satisfaction with walking infrastructure;
- **Cycling journeys –** There are key issues in terms of a fragmented cycle network, safety concerns deterring cycling and a large number of junctions where people cycling come into potential conflict with heavy traffic;
- **Bus, coach and rail journeys** – Bus passenger numbers and service frequencies have declined in recent years. Bus services do not have a competitive advantage over car journey times. Rail accounts for around 1% of all travel by city residents. There is poor rail-bus integration, gaps in the timetables and three of the county's five market towns do not have a rail station, limiting its contribution for local trips;
- **Digital connectivity and services –** A smaller proportion of Herefordshire residents have access to superfast broadband than the UK average and poorer mobile coverage in rural areas;
- **Travel information and promotion** – Many people have limited knowledge of alternative travel options;
- **Freight and delivery journeys** – Light goods vehicle (van) traffic has risen by 97% over a 25 year period, compared to 13% growth for HGVs and 21% for cars and taxis. Deliveries have unreliable journey times and delays due to congestion, there is a reliance on vans for home deliveries and there are limited opportunities to convert long-distance freight to other modes;
- **Parking and loading** – there are a mix of on and off-street parking spaces in and around the city centre provided by Herefordshire Council and private companies. Key issues include some car parks operating at or close to capacity and high demand for parking in some residential areas, including from commuters; and
- **Future trends and scenarios** – Current government modelling of future travel demand does not factor in government policies or legislation relating to health objectives or carbon reduction targets. Future trends are expected to include greater sharing of transport vehicles (such as Beryl Bikes), greater automation and decarbonisation of vehicles.



Chapter 4
Setting the Strategy Objectives

The next step in the strategy review was to define objectives. The purpose of this was to enable each potential transport intervention to be assessed on how well they are likely to achieve the objectives. The objectives were developed to respond to the key challenges, policy context and public consultation (summarised in Chapter 2) and the review of travel patterns and transport issues (covered in Chapter 3).

This chapter presents the objectives covering the four themes of climate emergency, economy, environment and society. It also sets out the 16 more detailed outcomes and indicators against which the options were judged.

The objectives and outcomes were used to help generate a list of options (described in Chapter 5). As noted above, the objectives, outcomes and indicators described in this chapter form the basis for assessing the options (set out in Chapter 6). They are also central to considering how options can best be packaged together to better achieve the desired objectives and outcomes for the city (Chapter 7).

4. Objectives and outcomes

The next stage in the study was to develop a series of objectives and outcomes which were specific to the Hereford Transport Strategy Review, and against which any potential options could be judged. In accordance with Department for Transport guidance, these objectives and outcomes were informed by the review of key challenges, policy context and public consultation (**Chapter 2**) and the consideration of travel patterns and transport issues in the city (**Chapter 3**). They were also informed by inputs from the Stakeholder Reference Panel and Members.

It was decided to adopt an assessment framework based around four objective themes, namely:

- **Climate Emergency**: Reducing carbon emissions from the transport sector to meet the 2030 target of zero emissions;
- **Economy**: Creating a resilient transport system which allows reliable and efficient movement of people and goods and which supports sustainable development and a thriving local economy;
- **Environment**: Reducing air pollutants to create attractive and high quality places to live, work and visit whilst also protecting, conserving and enhancing the natural environment and Herefordshire's built environment; and
- **Society**: Providing an affordable, safe and secure transport system for all sectors of society which facilitates improved public health and has limited adverse impacts on communities.

Recognising the different aspects covered in the identification of the key challenges and issues as described above, each of the four objective areas was then split into four **desired outcomes**. That is, the assessment of possible transport interventions in Hereford would be centred upon how well they met these 16 outcomes. The outcomes are shown on the next page.

The next stage was to develop a series of **indicators** against which the desired outcomes would be measured. Some of the outcomes had more than one indicator, reflecting the complex nature of the impacts being assessed.. In total there were 35 indicators, some quantitative and some qualitative. The indicators are shown on the following pages.

4. Objectives and outcomes

Climate Emergency	**O1:** The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target **O2:** The need to travel by private motor vehicle is reduced and travel distance is reduced **O3:** The amount of resources and energy used in the transport system is minimised **O4:** The transport system is flexible and adaptable to climate change and future needs
Economy	**O5:** Reliable and efficient movement of people and goods and provision of services **O6:** The transport system facilitates sustainable development **O7:** Transport supports a thriving local economy **O8:** A more resilient transport system
Environment	**O9:** A reduction in key air pollutants (nitrogen oxides and particulates) especially where people live **O10:** A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain **O11:** A transport system that protects, conserves and enhances Herefordshire's character and built environment **O12:** The transport system contributes to creating attractive and high quality places to live, work and visit
Society	**O13:** The transport system facilitates improved public health through more active lifestyles **O14:** All sectors of society have easy and affordable access to the services and facilities they need **O15:** The transport network is safe and secure for everyone to use confidently **O16:** The adverse impacts of transport on communities are reduced, including severance and noise

4. Objectives and outcomes

	Outcomes	Indicators
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target	1.1 What impact does the option have on carbon emissions?
	O2: The need to travel is reduced and travel distance is reduced	2.1 What impact does the option have on reducing the level of motorised traffic?
		2.2 What impact does the option have on reducing the need to travel by car for short journeys?
	O3: The amount of resources and energy used in the transport system is minimised	3.1 What impact does this option have on fuel use?
	O4: The transport system is flexible and adaptable to climate change and future needs	4.1 What impact does the option have on helping movement in response to climate change impacts such as flooding?
Economy	O5: Reliable and efficient movement of people and goods and provision of services	5.1 What impact does the option have on delay and congestion across the city as a whole?
		5.2 What impact does the option have on journey times and journey time reliability for motor vehicles along key corridors?
		5.3 What impact does the option have on bus patronage and bus reliability?
	O6: The transport system facilitates sustainable development	6.1 What impact does the option have on travel to the Sustainable Urban Extensions (SUEs), Enterprise Zone and other new development in Hereford?
	O7: Transport supports a thriving local economy	7.1 What impact does the option have on congestion levels in the City Centre (cordon around City Centre)?
		7.2 What impact does the option have on improving access to employment sites, training opportunities and education (university), some of which are located outside Hereford.
	O8: A more resilient transport system	8.1 What impact does the option have on making the network less susceptible to the impacts of incidents, maintenance and roadworks?
		8.2 What impact does the option have on increasing modal choice?

4. Objectives and outcomes

	Outcomes	Indicators
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates) especially where people live	9.1 What impact does the option have on traffic flows on roads in the Air Quality Management Area (AQMA)? (AQMA includes the A49 and parts of the A438)
		9.2 What impact does the option have on modal shift to less polluting modes across the city?
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain	10.1 What impact does the option have on water quality?
		10.2 What impact does the option have on protected priority habitats and species?
		10.3 What impact does the option have on designated sites?
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)	11.1 What impact does the option have on the landscape and visual surroundings?
		11.2 What impact does the option have on cultural heritage, including designated sites?
		11.3 What impact does the option have on the streetscape?
	O12: The transport system contributed to creating attractive and high quality places to live, work and visit	12.1 What impact does the option have on making residential areas more pleasant to live?
		12.2 What impact does the option have on improving accessibility to the City Centre via sustainable transport?
		12.3 What impact does the option have on encouraging footfall in the City Centre?
Society	O13: The transport system facilitates improved public health through more active lifestyles	13.1 What impact does the option have on making people more active by increasing levels of cycling and walking?
		13.2 What impact does the option have on making people more active by using public transport?
		13.3 What impact does the option have on childhood obesity?
	O14: All sectors of society have easy and affordable access to the services and facilities they need	14.1 What impact does the option have on meeting the accessibility needs of all sectors of society, including those with protected characteristics or those without access to a car?
		14.2 What impact does the option have on improving accessibility to services and facilities for rural residents?
		14.3 What impact does the option have on improving integration between transport modes?
	O15: The transport network is safe and secure for everyone to use confidently	15.1 What impact is the option likely to have on accidents/collisions by all modes?
		15.2 What impact does the option have on making people feel more confident and safe to use the bus?
		15.3 What impact does the option have on making people feel more confident and safe to cycle and walk?
	O16: The adverse impacts of transport on communities are reduced, including severance and noise	16.1 What impact does the option have on severance on key cross city corridors e.g. A49, A438 and A465?
		16.2 What impact does the option have on Noise Important Areas (NIAs)?

Chapter 5
Identifying a long list of possible options

The next step in the transport strategy review was to consider a range of potential alternatives which could contribute to achieving the objectives described in Chapter 4.

This chapter presents the long list of options which were developed. The chapter has a page for each option, setting out the current situation, what the option would comprise, a case study and key issues which would need to be considered if the option were taken forward.

The long list of options were then assessed to identify better performing interventions (see chapter 6).

5. Introduction

A long list of options was developed to support and mitigate the current and future challenges and contribute to meeting the objectives and outcomes. The options include but are not limited to the measures considered in previous Hereford studies and those which form the current transport packages in the City. The options have also been developed in the context of the declared Climate Emergency, and are based on inputs from the Stakeholder Reference Panel and Members.

As indicated earlier, the focus of the study is on Hereford City. However, residents living in the rural parts of Herefordshire wishing to access the City will benefit from some of the options considered.

The long list of options fall under the following themes and are included in the figure below:

- Changing travel behaviour
- Increasing levels of sustainable travel
- Encouraging the use of sustainable travel
- Future mobility
- Managing traffic in the city
- Provision of new road schemes

Option 1: Enhanced Travel Promotional Campaign	Option 2: Improved Cycling and Walking Infrastructure	Option 3: Safer routes to school	Option 4: Improved school bus service	Option 5: Electric Hopper Bus	Option 6: Bus priority
Option 7: Ultra Light Rail System (ULR)	Option 8: Demand responsive public transport (DRT)	Option 9: Shared mobility	Option 10: First Mile/Last Mile and Mobility Hub Interchange	Option 11: Demand management	Option 12: Intelligent Transport System (ITS)
Option 13: Traffic signal removal on the A49	Option 14: Western Bypass	Option 15a: Full Eastern Bypass (with Southern Link Road)	Option 15b: Full Eastern Bypass (without Southern Link Road)	Option 15c: Eastern Link	Option 15d: Eastern River Crossing

Option 1: Enhanced Travel Promotion Campaigns

Introduction

Promotional campaigns are used to provide travel information and encourage behavioural change. Examples of promotional campaigns include:

- **Marketing**: Raising the profile of current travel options or awareness of impacts;
- **Travel Planning**: Travel Plans aim to raise awareness of sustainable travel options
- **Financial incentives**: Encouraging behaviour change through reduced costs/free trials
- **Supporting infrastructure and service provision**: Infrastructure that encourages changes in behaviour such as car clubs, ride sharing/hailing clubs

The current position

Herefordshire Council currently support a number of behavioural change programmes. Key elements are described below:

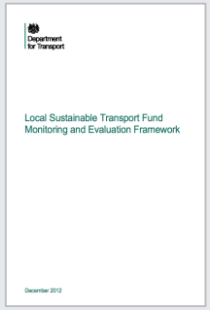
- The Council were awarded £4.97 million from the LSTF for the **Destination Hereford** Project (2011-2015). The aim of the project was to reduce congestion and help improve journey choices, with a particular focus on cycling, walking and public transport (active travel modes). The project was largely based on travel awareness campaigns focused on local businesses and schools. Surveys and monitoring indicated that car trips were reduced and active travel and public transport usage increased;
- **Choose How you Move** is the over-arching brand used by Herefordshire Council for all active travel schemes. Developed for the LSTF programme, it has over 40% brand awareness and provides a solid platform for the delivery of money secured from central government. It promotes increased cycling, walking, bus travel and car sharing to reduce traffic congestion and improve quality of life.

  Elements of the brand include:

  - Communications campaigns to sell the benefits of active travel, generate awareness of travel options and motivate actions; and
  - Supported trials: A range of offers to help people get started, including (a) free one-to-one cycle lessons; (b) led rides and walks to encourage the take-up of cycling and walking for all; (c) the Walking for Health scheme offers groups walks around the city; and (d) using the Beryl Bike share scheme as an easy and convenient way to try cycling around Hereford.

UK Case Study: Local Sustainable Transport Fund (LSTF)

In 2011 the Department for Transport awarded LSTF monies to 77 local authorities, including Herefordshire Council. This funded sustainable transport infrastructure and complementary initiatives. The core objectives were to support the local economy and to reduce carbon emissions. In addition, the LSTF aimed to deliver wider social and economic benefits, improve safety, improve air quality and increase physical activity. The programme was successful in achieving its objectives. LSTF projects reduced car use, and increased bus use, cycling and walking. The DfT continued to support these types of transport investment with further funding in 2017. The fund was part of a £65 million investment programme to encourage cycling and walking to work and education.



"With the Climate Emergency and the obesity epidemic we must adjust our behaviour away from dependency on our cars." (Response to 2020 Public Engagement)

What does the option propose?

The option comprises a reinvigorated travel brand and marketing campaign. Existing initiatives would continue and ambitious new ones would commence as follows:

- Face-to-face personal travel planning campaign with residents to highlight available travel options and promotions;
- Provide advice and support for local businesses to promote and influence sustainable travel choices for their workforce and provide grant funding towards infrastructure;
- Expand current grant funding to local businesses for video conferencing equipment and cargo bikes;
- Ticketing on public transport using apps or smartcards;
- Real time information for public transport supported by an interactive app;
- Discounts (loyalty card) for using active travel or off peak travel (supported by an interactive app) and financial incentives for car sharing and use of Park and Choose;
- Installation of wayfinding and signage on key routes into the city, at Park and Choose sites and new developments and along cycling and walking routes; and
- Road safety campaigns.

Estimated costs

Capital: £0.25m, Revenue: £2m pa

The opportunity for Hereford:

- An enhanced range of non-infrastructure measures could change travel behaviour, particularly if targeted at supporting individuals who are moving house, changing job or other life events where people may need to reconsider established travel patterns

Issues to be considered if the option is taken forward include:

- Requirement for ongoing revenue funding
- Overcoming institutionalised resistance to change
- Public receptiveness to campaigns
- Lack of public knowledge of the range of advice, support and information available
- Understanding trust barriers which need to be overcome to enable behaviour change

Option 2: Improved Cycling and Walking Infrastructure

Introduction

Cycling and walking are convenient, accessible and affordable travel modes ideally suited for making short everyday journeys. Walking and cycling are also the most common examples of active travel. There is strong evidence that comprehensive investment in quality infrastructure can generate increased levels of cycling and walking and encourage people to change their mode of travel.

The current position

Herefordshire Council is developing a capital investment programme entitled **Herefordshire Active Travel Measures.** This aims to bring together the active travel components of the Council's existing transport projects and packages to form a comprehensive countywide network of active travel routes. This would cover Hereford city, the market towns and key long-distance rural links between them.

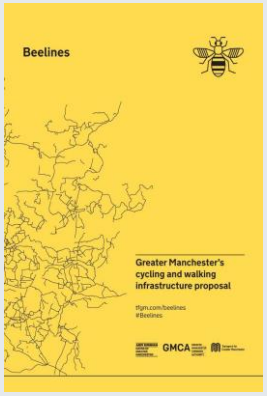
It will include active travel elements from: (1) the Hereford City Centre Transport Package; (2) the 11 active travel corridors north of the river set out in Hereford Transport Package (HTP) consultations; (3) the South Wye Transport Package; (4) Hereford Enterprise Zone active travel measures, funded by the Local Enterprise Partnership; (5) Hereford City Centre Improvements; (6) Improvements identified in the Local Cycling and Walking Infrastructure Plan (LCWIP); (7) Schemes identified in the Herefordshire Sustainable Modes of Transport to School Strategy; (8) schemes submitted for funding by Highways England (Designated Funds); and (9) active travel measures identified in Market Towns studies (at differing stages for Bromyard, Ledbury, Leominster and Ross-on-Wye).

UK Case Study: Greater Manchester

The Bee Network is Greater Manchester's visionary programme to become the UK's first city-region to have a fully joined up and integrated cycling and walking network.

The elected mayor's £160 million Cycling and Walking Challenge Fund runs from 2018 to 2022 and will implement the project across the ten Greater Manchester councils. It will construct 75 miles of fully segregated cycle tracks parallel to the main roads, plus a network of quieter roads will be connected together with 1,400 new crossing points on busier roads. The second element of neighbourhood design is the provision of filter points on roads, which allow for movement of people cycling or walking but do not allow through motor traffic.

This approach will open up communities and neighbourhoods across Greater Manchester, making them more accessible and pleasant to live, work and play. The delivery of Bee Network will connect every community in Greater Manchester and make it easier to travel on foot or by bike. The vision is not to be anti-car but about giving people an attractive alternative, especially for short journeys.



"We need better crossing points for pedestrians and cyclists at key points where they feel safe to do so and better cycling infrastructure on the A49 itself so cyclists share the road safely with cars." (Response to 2020 Public Engagement)

What does the option propose?

The option comprises of the following elements:

- Implementing all the Herefordshire Active Travel Measures schemes identified for Hereford, along with additional cycling and walking infrastructure to create a dense network of safe routes. The aim should be for residents and visitors to have access to strategic cycling and walking routes approximately every 400 metres across the city. Redesigning junctions and crossings to prioritise safer cycling and walking movements, such as by amending geometry or introducing zebra or signal crossings, for example. In London these measures are promoted under the Healthy Streets banner;
- Introducing 20mph speed limits on most city roads and streets, including all residential roads and on approaches to schools, to make cycling and walking safer and more attractive;
- Implementing measures to prevent through traffic passing through residential areas but retaining vehicle access to properties (known as low-traffic neighbourhoods). This usually includes features such as bollards and planters to prevent through traffic, or introducing one-way streets, bus-only sections or time-limited restrictions. These measures are intended to create safer, healthier, attractive neighbourhoods where people are able to cycle, walk or access public transport more easily.

Estimated costs:
Capital: £45m, Revenue: £0.225m pa

The opportunity for Hereford:

- Hereford is a relatively compact city, and many trips can be made by cycle or on foot within a 10 to 20 minute journey time.

Issues to be considered if the option is taken forward include:

- Limited data on walking and cycling journeys
- Severance caused by A49 running north/south through the centre of Hereford, the river and railway
- At present there is a below average satisfaction with the condition of pavements, cleanliness of routes, signposting on routes and safe crossing points in Hereford
- The cycling and walking network is not evenly distributed across the city with significant gaps and fragmentation
- On some corridors accommodating high-quality infrastructure requires conversion of traffic lanes or parking spaces for cycling and walking infrastructure

Option 3: Safer routes to school

Introduction

Safer routes to schools projects aim to enable more children to cycle or walk to school. The projects tend to have a range of benefits including improving pupil and parent safety, improving health and wellbeing, reducing congestion during peak times, improving air quality and reducing carbon dioxide emissions. Safer travel to school can be facilitated through the delivery of:

- Infrastructure schemes to improve cycling and walking routes. Recent innovation in other cities has included *school streets*, which are timed traffic restrictions outside schools at the start and end of the school day to reduce road danger;
- Road safety education programmes, Bikeability (the national cycling training programme) and school crossing patrols;
- Car sharing to reduce school gate traffic;
- Traffic management, parking controls and enforcement in the vicinity of the school; and
- Promotional events including Bike to School Week and curriculum resources.

Many elements involve partnership working with a range of organisations and can be set out in school travel plans with agreed improvement programmes.

The current position

Infrastructure improvements to create safer routes to school are identified in Herefordshire Sustainable Modes of Transport to School Strategy (SMOTS) and the **Local Cycling and Walking Infrastructure Plan (LCWIP).** These measures include the delivery of shared use paths, traffic calming measures, improved crossings measures, 20mph speed limits, cycle improvements, signal retiming, signage in Hereford City Centre, on road cycle paths, tactile paving and dropped kerbs.

UK Case Study: Solihull

In 2017 Solihull Council trialled 'School Streets' projects at three local schools (Haslucks Green Junior School, Marston Green Infant Academy and Oak Cottage Primary School) with the aim of creating a "safer, more pleasant environment for everyone."
The pilot project created a 'car free zone' on specific roads surrounding the schools during pick up and drop off times (Monday-Friday). It also saw the introduction of 20mph zones at all times of the day.

Overall the pilot scheme has made positive changes to travel behaviour and traffic management associated with the school run and was permanently implemented in September 2018. There are currently discussions about extending the 'School Streets' project to two further schools (St Andrew's Primary School and Widney Junior School) in Solihull in 2020.

"Increasingly forward thinking cities are planning for the future and replacing infrastructure which favours the car with infrastructure which makes residential areas pleasant to live in, without the fear of cars endangering children going to school" (Response to 2020 Public Engagement)

What does the option propose?

The option comprises of the following elements:

- Constructing additional cycling and walking infrastructure schemes focussed on accessing schools;
- Implementing 'School Streets' in a phased approach on roads outside schools. This would introduce restrictions on traffic at school drop-off and pick-up times, creating a 'car free' zone. This would initially begin with pilot trials at a selected number schools of schools in Hereford, such as those experiencing particular road safety issues.
- To make existing educational and programmes more visible and encourage pupils to enrol. Existing programmes include Bikeability (cycle training), road safety education, school crossing patrols, bike and scooter training, bike clubs, walking initiatives, class talks and integrating active travel within the school curriculum.
- To introduce park and walk plans for pupils and parents
- To introduce walking buses/cycling buses for pupils
- To set up afterschool clubs to reduce the level of school traffic during the afternoon pick up

Estimated costs
Capital: £5 m, Revenue: £0.025 pa

The opportunity for Hereford:

- Most children in Hereford live within cycling or walking distance of their schools. Improving their routes to and from school can encourage more to travel by these active modes.

Issues to be considered if the option is taken forward include:

- Changing habitual use of cars for short distance journeys
- Revenue funded activities are currently funded from the Access Fund (finishing soon)
- Parental choice of school means some journeys are too far to access by walking or cycling alone and need to be support by other modes
- Perceived safety issues and 'image' of active travel to school
- Link between parent and pupil travel - creating difficulties in changing pupil behaviour to active modes

Option 4: Improved school bus service

Introduction

The Council's Sustainable Modes of Travel to School Strategy (SMOTS) contains a wide range of proposed actions to promote and facilitate sustainable travel to and from schools. The SMOTS vision is:

"To have a fully integrated transport system where every pupil within Herefordshire, where appropriate, has the option to travel to and from school through active travel choices, improving health, safety and reducing reliance on short distance car journeys."

The current position

The Council's Home to School Transport Policy outlines how transport to local authority schools is provided in line with statutory entitlement and in accordance with certain discretionary provisions. In broad terms provision is based on the following criteria:

- Living in Herefordshire;
- Being of compulsory school age (i.e. 5 to 16 years), and extended in Herefordshire to include 4 year olds;
- Attending their nearest suitable school; and
- Living over 2 miles from school if below the age of 8, and over 3 miles from school if aged between 8 and 16

There are additional provisions for families on low incomes, children with disabilities or medical problems and where the walking route is classed as hazardous. Transport assistance is usually either in the form of a bus pass to use a local bus service or travel on a dedicated contract bus, coach or minibus. Where spare seats are available on vehicles contracted by the local authority to provide transport to school, these may be allocated to children not entitled to free transport for an annual contribution of £828.

There is no automatic free home to school transport for students over 16, but assistance is focused on those who need it most.

On the majority of routes, a bus or rail travel permit allows travel at any time during the day before 6pm Monday to Friday, term-time only.

Several bus services, both commercially-operated or subsidised by the Council, are routed to serve schools and colleges.

UK Case Study: Yorkshire

In 2002 two yellow school buses were piloted in West Yorkshire. The buses travelled between Hebden Bridge and Heptonstall to six rural primary schools, with the aim of reducing traffic congestion caused by school car journeys.

The pilot scheme was positively received by both pupils and their parents and the buses were adopted to run permanently. To date the scheme has resulted in 68 children using the bus per day of which 50-60% previously travelled to school by car. Further to this, there was between 15-60% reduction in school gate congestion.

"Promote the use of buses to travel to and from school by having a bus stop outside the school" (Response to 2020 Public Engagement)

What does the option propose?

The option would require the Council implementing the following elements:

- Revising the Home to School Transport Policy to:
  - Extend discretionary entitlement to additional children. This could for example entitle secondary school children who live more than 2 miles from school to free bus services, rather than 3 miles at present;
  - Reducing the cost of parental contributions for those who do not qualify for free school transport.
- Operating additional vehicles to serve identified geographical areas with discretionary entitlement;
- Introducing a Youth Concessionary Bus Pass scheme available to certain age groups. This could take the form of a flat fare, fares at discounted rate or as a season tickets.

Estimated costs

Capital: £0, Revenue: £1m pa

The opportunity for Hereford:

- A range of factors lead to many parents driving their children to school. An improved school bus service would provide a suitable and safe alternative in Hereford.

Issues to be considered if the option is taken forward include:

- Changes to home to school transport policy would most likely need to be applied countywide
- Ongoing subsidy which would need to be met by Herefordshire Council, depending on the scope of the discretionary entitlement
- Dispersed home locations of students and large school catchments
- Operation and management of the service
- Potential mode switch from cycling or walking to bus use
- Many students live within cycling or walking distance of school and bus transport to school may not be appropriate

Option 5: Electric Hopper Bus

Introduction

This option would comprise an electric bus vehicle fleet operating at higher frequencies on routes across the city. The objective of increased bus frequency would be to make the travel mode more convenient, accessible and encourage modal shift. Electric buses have zero carbon emissions, have a higher acceleration compared to petroleum buses and are quieter in operation.

The current position

Most city routes are run by Yeomans Canyon Travel without Council subsidy and operate half hourly or hourly using diesel vehicles. Service 74 (Newton Farm – City Centre) operates more frequently, with 4-5 services per hour. The county's core network, from Leominster, Ledbury, Kington and Ross-on-Wye to Hereford, operates broadly hourly Monday to Saturday, whilst other routes are less frequent. There are almost no Sunday services.

UK Case Study: York

York boasts one of the biggest fleets of double decker electric buses outside of London. In October 2019, 21 electric buses were introduced in York. The fully electric, zero emission buses each have the capacity to carry 99 passengers and can travel 150 miles from one overnight charge.

This further supports the existing electric bus provision in the city. Over the last five years, 12 electric single decker buses have been operating at two Park and Ride sites in York helping to improve air quality and reduce congestion in the city.

Together this has resulted in about a third of bus journeys in the city being carried out on low emission vehicles.

"Better, cheaper electric bus service including to surrounding rural area which might benefit from an Uber style model" (Response to 2020 Public Engagement)

What does the option propose?

Due to the fact that most of city bus services are commercially operated and the Council does not currently have direct control or influence over these, the two main elements of the option have been considered separately:

1. It is considered that the most appropriate and effective way to obtain a fleet of electric buses in Hereford is for the Council to offer grants to the existing operator. This should be supported by effective working relationships, framed within an Advanced Quality Partnership Scheme (AQPS), and entering into a legal agreement with appropriate public transport provider (s) for them to use the vehicles to operate the city services. Operating the existing timetables would suggest a peak vehicle requirement of 19 vehicles.

2. Introducing bus franchising, covering a specified area, where the Council has the power to decide what bus services run where and when. The Bus Services Act 2017 outlines that the Council would need authorisation from central government to introduce this. A 15-min frequency has been modelled for existing city routes plus extensions to serve the urban extensions. This would give a total peak vehicle requirement of 37 electric buses for city services.

The higher-frequency hopper bus network would cover the majority of the city. The services would serve the sustainable urban extensions and Park and Choose locations, which would support journeys into Hereford from the surrounding hinterlands.

The option would offer higher-quality, higher frequency services to a range of destinations, including employment, shops and education. The new bus fleet could also include features including free passenger wifi, mobile phone USB charging points, a second on-board wheelchair space, audible and digital displays announcing bus stops.

Estimated costs

Capital: £8.5 m, Revenue: £2.5m pa

The opportunity for Hereford:

- Delivering an electric hopper bus service in Hereford would support the national goal to reach zero emission transport by 2050 and the county's net zero target of 2030.

Issues to be considered if the option is taken forward include:

- Vehicle purchase and depot upgrade investment costs
- Ongoing subsidy costs of providing an enhanced service
- Electric vehicle range affected by weather and topography
- Commercial/regulatory/operational challenges
- Ensuring sufficient local electricity grid capacity and rapidly changing technology

Option 6: Bus priority

Introduction

Bus priority refers to measures to release buses from congestion and improve their reliability and reduce journey times. The objective is to make buses a more attractive travel choice.

Herefordshire Council's Future Bus Services Report identifies a number of bus priority options including the provision of bus lanes and improvements at key junctions. Bus priority can also be delivered through preferential bus treatment by the SCOOT system which manages the traffic signals in the city.

Bus priority operates most successfully where it is part of a coherent city-wide transport strategy, and when the cost of bus use is comparable to or less than equivalent driving costs, including car parking. Bus priority tends to be most successful when associated with the following factors:

- High bus frequencies, levels of bus use and the potential for a significant increase in bus use;
- Sufficient roadspace to introduce bus priority without significantly increasing delay to other road users;
- Bus operators willing to invest in service quality and frequency improvements;
- High-quality bus stop infrastructure, incorporating real time information screens;
- Park and choose sites to interchange onto bus services, including for journeys from rural areas; and
- Good quality cycling and walking connections to bus stops from adjacent areas, including off-road routes.

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The current position

At present there is no dedicated infrastructure to prioritise bus services within Hereford. The Core Strategy refers to bus priority being introduced in association with the three sustainable urban extensions at Holmer West, Three Elms and Lower Bullingham.

UK Case Study: Leeds

A bus priority lane has been introduced on the A647 Stanningley Road and Stanningley Bypass which forms the principal radial route to the west of Leeds City Centre. The scheme covers a total of 1.5km of 2km dual carriageway. It operates in the morning (07:00-10:00) and evening (16:00-19:00) peak periods on Monday to Friday.

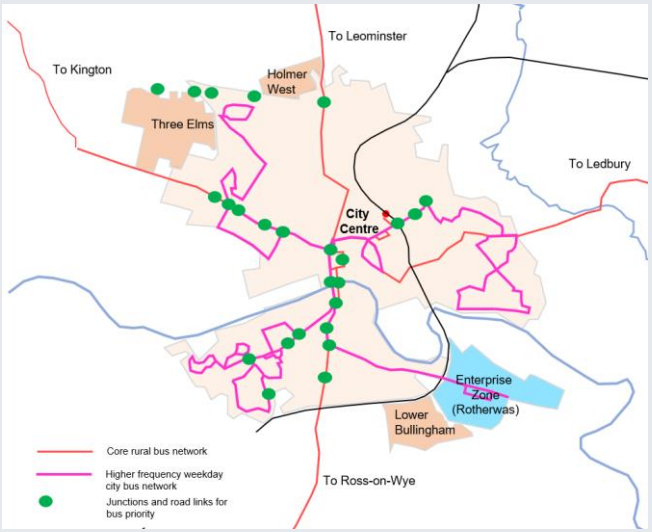
The lane has led to an increase in efficiency; the congestion in peak periods has fallen by 20% and collisions have reduced by 30%.

"Bus priority needs introducing from all aspects so that local and interurban services can bypass the queues at peak hour" (Response to 2020 Public Engagement)

What does the option propose?

This option would comprise a number of bus priority interventions (**see diagram below**) across the network:

- Creating bus lanes, such as by converting traffic lanes or through the prohibition of on-street parking, with the lanes operating between specified hours only, such as times of peak congestion;
- Signalising junctions to enable more efficient traffic flow, including prioritising bus movements at junctions; and
- Creating bus-only road sections (sometimes known as bus gates).



The bus lanes would operate when congestion most affects bus movements. Traffic Regulation Orders (the legal orders to restrict the categories of vehicle who may use the bus priority) and automatic number plate recognition cameras for enforcement would support the infrastructure. The option would also support active travel by allowing cyclists to use the priority lanes and ensuring that the bus priority signals facilitates easier crossings for cyclists and pedestrians.

Estimated costs

Capital: £10 m, Revenue: £0.05m pa

The opportunity for Hereford:

- Introducing bus priority measures in Hereford could provide faster and more reliable journeys for passengers, particularly on routes with significant traffic congestion.

Issues to be considered if the option is taken forward include:

- Stakeholder approval (including Highways England for measures on the A49 trunk road)
- Requires conversion of space currently used as traffic lanes, with impact on other traffic
- Establishing a voluntary partnership with local bus operators
- Assuming existing bus frequencies, certain elements of bus priority would be used by a relatively small number of services per hour

Option 7: Ultra light rail system

Introduction

Ultra light rail (ULR) is an emerging mass transit mode, currently being developed as a cheaper alternative to conventional heavy or light rail options, whilst still providing an improved passenger experience compared with bus services. The following elements have been identified as key considerations in the development of an ultra light rail system:

- **Road width:** For Ultra Light Rail to operate on infrastructure shared with the private car and to allow the mass transit to move safely minimum lane widths and turning radius are necessary
- **Priority measures and/or dedicated infrastructure :** The aim of delivering an Ultra Light System is to encourage modal shift away from the private car. To achieve this it is necessary that any Ultra Light Rail alignment provides a competitive journey time in comparison to the private car
- **Demand** – To be successfully and maximise the benefits of the scheme, the Ultra Light Rail route should connect to current or planned employment sites, new housing estates or large amenities.

The current position

The Herefordshire Sustainable Transport Group have presented a case for delivering Ultra Light Rail in Hereford.

UK Case Study: Coventry

A research and development project is currently being undertaken that could lead to the delivery of a Very Light Rail service in Coventry. Delivering this scheme would be the first system of its type in the country. It would be a lightweight, battery powered vehicle, capable of autonomous operation, and operating on specifically designed tracks which can be installed with minimum disruption.

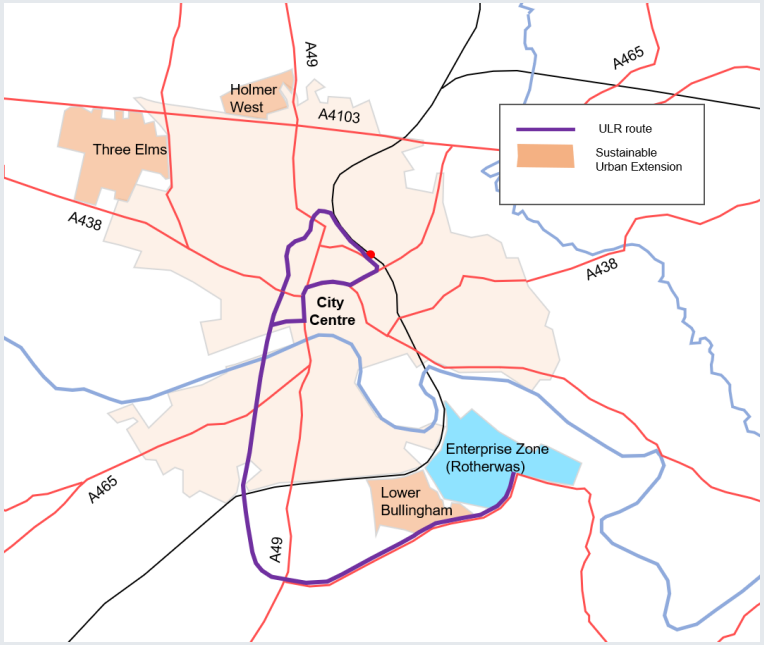
"A metro like system would be ideal with park and ride facilities."
(Response to 2020 Public Engagement)

What does the option propose?

The plan to the right shows the option, comprising a 18km network with 16 tram stops around the City Centre. Approximately 1.5km of the route would be along existing highways such as Commercial Road, with other sections using former railway alignments including the Great Western Way cycling and walking route and private land. It would integrate with other public transport by serving the rail station and proposed bus hub. The option would require the purchase of vehicles to operate the service and a depot connected to the network.

The route would connect a number of important land uses including the Enterprise Zone, high density housing areas south of the River Wye, railway station (transport interchange planned to be delivered), Park and Chose sites, the county hospital and the central retail core. The route of the option would also be within walking distance of Plough Lane and Widemarsh/Grandstand Road employment areas and the Holmer Area retail parks.

Plan of the proposed option



Other proposed elements of the option would be:

- Segregated footway / cycleway adjacent to the whole length of the route. This would support Option 2 (Improved Cycling and Walking Infrastructure);
- Covered and secure cycle storage at ultra light rail stops;
- Provision of Beryl Bike hubs at ultra light rail stops; and
- Smart ticketing to allow seamless integration with other modes of travel

Estimated costs

Capital: >£100m, Operating cost: £1m pa likely to be partially offset by fare revenue

The opportunity for Hereford:

- Ultra light rail could provide Hereford with a modern alternative to the car with the capacity to transport significant passenger volumes.

The challenges of this option are:

- Whether there is sufficient demand to support an ultra light rail service and potential passenger abstraction from existing bus services, impacting on their viability
- Potential levels of ongoing subsidy required to support services
- Third party land requirements, such as west of the city centre and south of the railway line
- Managing the potential conflicts between ultra light rail vehicles and other modes where it would share carriageway space or require dedicated lanes in and around the city centre
- 75% of Hereford residents would live more than 400m walk distance from the proposed network

Option 8: Demand responsive public transport (DRT)

Introduction

Demand Responsive Transport (DRT) is a form of shared passenger transport. It provides connects people and places that are not served, or difficult to serve, by conventional bus operations. DRT is a blurring of two modes, bus and taxi, and tends to be characterised by passengers sharing journeys on high quality mini-bus vehicles. DRT does not operate with a fixed route or timetable; instead a route is shaped and updated by changing user demand. Passengers usually register their journeys via a mobile phone app or by phone call.

DRT can be used to provide a public transport service in areas with lower passenger demand where regular bus services may not be an effective way of meeting customer needs, such as rural and/or suburban areas. DRT can also complement or supplement conventional fixed-route bus services which tend to offer radial connections into a town or city centre.

The current position

The county has a number of independent community transport schemes for people who do not have access to suitable transport services or who are unable to use the services available, booked by telephone. All the bus services in Herefordshire operate on fixed routes.

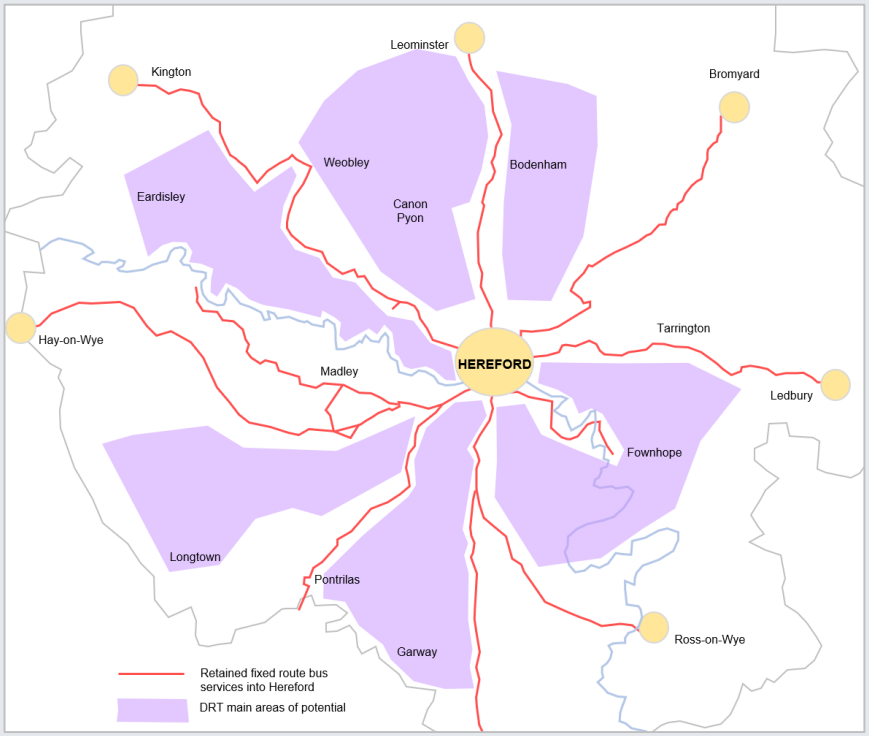
UK Case Study: Lincolnshire CallConnect

CallConnect is an established bookable, flexible bus service which has served rural areas since 2001, covering hamlets, large villages and market towns. Each bus operates within an area of up to 12 miles giving passengers access to hundreds of locations. Customers need to register to use the service and book in advance by phone or online, from 1 hour to 1 week in advance of the journey. Between 20-25% of users are unable to access fixed-route bus stops.

What does the option propose?

The option would introduce DRT to areas of Hereford's rural catchment not served by the county's identified core and secondary bus network and where the Council currently provides financial support to existing bus services. The main areas of potential are shown in the plan to the right. Redesigning other parts of the bus network would be reliant on partnership working with commercial bus operators, or via bus franchising, which requires government approval.

Plan of the proposed option



DRT would aim to support the core bus network and could provide connections (feed in services) into the core bus network at designated interchange points.. There is scope for this option to serve other parts of the rural county. The Rural Mobility Fund (2020) could potentially provide a means to trial this option, subject to a successful bid.

Estimated costs

Capital: £0, Revenue: £0.05m pa

The opportunity for Hereford:

- Demand responsive transport could provide a more flexible bus-based transport format to reach less well-served parts of the catchment population.

Issues to be considered if the option is taken forward include:

- Lack of public awareness and understanding of flexible bus services
- Potential to competing with fixed bus routes
- Requires a degree of pre-booking and use of technology which may be a barrier to use for some people
- Potential objections from bus operators and taxi companies
- Likely high passenger subsidy cost compared to traditional buses

Option 9: Shared Mobility

Introduction

Shared mobility sits between traditional public transport and private vehicles.

The term shared mobility refers to both:

- shared vehicles or third party assets - vehicles available to multiple users at different times, who may not know each other (examples include car clubs; bike share) and
- shared trips / filling empty capacity - seats in vehicles already making a journey used by passengers who may, or may not know each other (examples including Liftshare, BlaBlaCar, and Ridepooling).

Many of the shared mobility options use technology, including mobile phone apps, to allow people to make bookings or connect people making similar journeys.

The current position

Beryl Bikes operate a shared micromobility service which offers users the opportunity to use the bikes across Hereford, with a range of charging options based on duration of ride. After use customers park the bike in one of the designated Beryl Bays or in another considerate location (a convenience fee will apply for parking them outside designated bays).

A group of residents in the St James and Bartonsham area share a pool of cars, with parking bays designated for free parking of car club vehicles.

Herefordshire Park and Share is promoted by the Council and develops liftsharing for people who may not live near someone making a journey to the same destination. The Council has worked with local businesses, including hotels, garden centres, pubs and shops, to allow car sharers to leave a car in their car parks. The scheme uses Liftshare, an online ride sharing service, to connect people making similar journeys.

UK Case Study: ZipCar

ZipCar is the UK's largest car sharing service where users can pay by minute, hour or day and operates in London, Bristol, Oxford and Cambridge. There are over 250,000 members in London and almost 3,000 vehicles of varying sizes. ZipCar estimates that there could be 800,000 active car club members in London by 2025. In 2018 ZipCar partnered with Volkswagen to introduce 325 electric vehicles in to its fleet, and hopes this will help drive investment in London's rapid charging network. The company's vision is for its fleet to be fully electric across all vehicle types by 2025, helping to keep people moving while reducing the impact of cars on the environment.

"Beryl Bikes have encouraged a huge behaviour change in Hereford"
(Response to 2020 Public Engagement)

What does the option propose?

The option would extend existing and introduce new shared mobility schemes to the city. This provision would be procured or, just as appropriately, encouraged to be provided on a commercial basis by the private sector as part of the wider mobility marketplace. The shared mobility options would include:

- **Electric bike share scheme -** The bike share scheme would be extended to cover electric bikes, either with current operator Beryl or a separate e-bike operator. These would remove some of the barriers which deter people from cycling, or which deter people making certain journeys by cycle;
- **Car club and e-car club** – Widespread rollout of car club vehicles across the city, including in the three urban extensions to provide bookable vehicles, including vans for city residents and businesses to use, with flexible pricing structures;
- **Cargo bike hire** – This would introduce self-powered and electric cargo bikes for hire across Hereford to reduce short-distance car trips and delivery miles; and
- **E-scooters** – A UK trial of e-scooters began in June 2020 to allow government to assess the benefits as well as their impact on public space. All local authorities are invited to take part in the trial. Hereford could look to maximise the potential of this shared micromobility option and secure an early trial or operation in the city. The interaction of e-scooters with pedestrians would need careful consideration.

The mix of elements can be tailored to meet the specific requirements of Hereford's residents, businesses and visitors.

Estimated costs

Capital: £0.1m, Revenue: £0.1m pa

The opportunity for Hereford:

- Delivering this option in Hereford will provide users with short term access to shared vehicles according to their needs and convenience.

Issues to be considered if the option is taken forward include:

- Public perception and behaviour change
- Vandalism of shared assets
- New business models
- Safety perceptions
- Integration into existing networks and hubs
- Commercial viability or ongoing subsidy requirements

Option 10: First Mile-Last Mile Journeys and Mobility Hubs

Introduction

'**First mile-last mile**' is a phrase typically used to journeys from home to a public transport stop or hub; and/or from a public transport stop or car park to the final destination.
These are usually shorter-distance journeys, with other modes (bus, car, motorcycle, train) being used for the longer leg. First mile/last mile journeys are often made by cycle or on foot but can also include the use of taxis, conventional buses, demand-responsive buses, car club vehicles and bike share schemes, for example.

Mobility hubs are enhanced interchange locations where travellers can change between travel modes, and which are coordinated with other supporting infrastructure. Mobility hubs can be developed at rail stations, bus stops, park and ride and park and choose sites. In addition to a covered waiting area and depending on the location, hubs can include refreshment kiosks, cycle repair stands and bike pumps, secure and covered cycle parking, electric vehicle charging points, online shopping delivery lockers, wayfinding and digital travel information displays. They can be complemented with environmental improvements to surrounding public spaces, improved crossing points, traffic calming, planting to widen biodiversity and energy generation from solar panels on shelters.

The current position

Existing services in Hereford comprise:

- **Beryl Bikes** – are an-app based service where users can unlock one of the 186 bikes from one of the 39 bays across Hereford and are charged by the hour;
- **Cargo-bikes** – Pedicabs & Cargo offer a last mile delivery service and first mile collection service for businesses and organisations, operating on electric cargo bikes. Pedicabs & Cargo also offer a recycling collection service and opportunity for hire

In terms of mobility hubs in Hereford:

- At present bus services start and finish at a number of locations in the city centre, with the city bus station at Tesco, the country bus station off Commercial Road and other services terminating at St. Peter's Square. A limited number serve the rail station. This limits effective interchange between travel modes. A **transport hub** is planned for the rail station forecourt offering new interchange facilities between modes. This would give the opportunity for buses currently terminating at the Country bus station to terminate at the new hub instead, providing better connectivity with other transport modes.
- There are currently seven branded **Park and Choose** sites around Hereford where travellers can change onto a different mode, usually on foot, by cycle or bus. Some sites include lockers for users to securely leave their cycles, other sites near public transport routes include cycle parking so users can continue journeys by bus or train.

UK Case Study: WYCA

The West Yorkshire Combined Authority (WYCA) bid to DfT for the Future Mobility Zone (FMZ) funding, built upon established multi-modal thinking, but radically extended this to include emerging and future mobility modes with mobility hubs used as a catalyst to regenerate local and district centres.

Large and small mobility hub concepts feature a modular approach to integration with the local community and built environment. The focus is on the customer, removing friction from day to day travel and providing access to other services whilst trip making.

"Park and ride sites stop unnecessary cars coming along the A49 into the city"
(Response to 2020 Public Engagement)

What does the option propose?

The option for Hereford comprises easily-recognisable branded mobility hubs, at key locations where people can interchange between travel modes. They would be modelled on best practice examples from across Europe and would include a range of features listed in the introduction box on the left. The locations and key mobility options available are listed in the **table** below.

The mobility hub format would be delivered at different scales and different locations. The principal site would located at the rail station, with other hubs along core bus network routes, at retail areas, the Enterprise Zone, other major employment areas in the city and in the three urban extensions (Holmer West, Lower Bullingham and Three Elms) Existing park and choose sites would be upgraded or relocated to enable better interchange between modes for journeys into city from the wider county or rest of the country. Additional park and choose sites would be identified and developed to ensure each main road corridor into the city was covered. It could be extended to include market towns and villages served by the core bus services.

Scale	Locations, modes and facilities
Central Mobility Hub	Locations: Hereford Railway Station Key mobility options: Beryl bike hire, bus, car, car club, cycle, rail, taxi, ride-share pick-up
Park & Choose Mobility Hub	Locations: 5 edge of city sites with 100 car parking spaces Key mobility options: Beryl bike hire, car, cycle, bus, ride-share pick-up
Local Mobility Hub	Locations: 10 sites at local centres in three urban extensions, main employment areas and retail centres Key mobility options: Beryl bike hire, bus, cycle, car club, walk
Mobility Point	Locations: 20 sites on main bus corridors Key mobility options: Beryl bike hire, bus, cycle, walk

Estimated costs

Capital: £7m, Revenue: £0.035m pa

The opportunity for Hereford:

- Improve interchange between modes, including as part of longer journeys and for rural residents travelling to the city

Issues to be considered if the option is taken forward include:

- Need to robustly challenge the status quo and transform the attitudes and habits of people in Hereford
- Site selection and space availability
- Some travel modes and mobility hub facilities are best-suited to larger catchment populations;
- Securing suitable public transport frequencies to support the mobility hubs
- Consultation with operators, stakeholders and public

Option 11: Demand management

Introduction

Demand management is the application of strategies and policies to manage how many people travel by a particular mode, at a particular time and to a particular destination. Measures often relate to the supply and cost of parking, but can also relate to the cost of driving and the supply of roadspace. Demand management can be implemented for a number of reasons, including to reduce congestion, improve air quality and encourage the use of cycling, walking and public transport. Without demand management, the benefits of transport measures which reduce congestion will be eroded, as extra traffic fills the space.

Examples of demand management used elsewhere in the UK include:

- **Parking policies:** Using tariffs and parking supply to influence parking demand, with different tariffs for different lengths of stay and for different locations. Residents' parking zones seek to prioritise residents over commuter vehicles, with some locations introducing emission-based pricing, with prices varying according to a vehicle's carbon dioxide emissions;
- **Congestion charge:** A daily levy imposed on drivers travelling into an identified zone such as the city centre. This is implemented in central London and Durham;
- **Workplace Parking Levy**: a charge on employers who provide employer parking, with the objective of tackling congestion and raising funds to be ringfenced for major transport investment;
- **Ultra Low Emission Zone (ULEZ):** Charging vehicles which do not meet emission limits relating to air polluting nitrogen oxides and particulate matter emitted by engines. The objective is to encourage the adoption and use of ultra low emission vehicles, particularly in areas with the poorest air quality;
- **Road space reallocation and traffic management**: Converting road space currently used for all motor vehicles for other travel modes to use (eg bus lanes or cycle tracks) or other purposes including public space and new planting.

The current position

The Local Transport Plan sets out the Council's Hereford parking policy, which includes charging for on-street parking and reviewing the Residents' Parking Schemes.

UK Case Study: Nottingham

In 2012, Nottingham City Council introduced a Workplace Parking Levy scheme to tackle problems associated with traffic congestion, by using the charge to provide funding for major transport infrastructure initiatives and as an incentive for employers to manage their workplace parking provision. Nottingham City Council charges employers with more than 10 parking spaces £424 yearly per space.

The scheme has raised £61 million since it was implemented [X], which is invested in transport infrastructure for the city.

"Managing demand for car use through the delivery of a congestion charge or parking charges will be beneficial to Hereford." (Response to 2020 Public Engagement)

What does the option propose?

The aim of the option would be to reduce the number of motor vehicles travelling into the city centre at peak times or making short-distance vehicle journeys within Hereford. The exact scope and scale of measures would need further investigation and feasibility; the assessed option assumes a combination of these measures to influence vehicle parking demand:

(a) **Consolidate off-street parking into a smaller number of locations** which are well-located to the main road corridors, to reduce drivers circulating looking for spaces. A new multi-storey car park or car parks could be constructed on surface car parks, with a 2016 study identifying the Country Bus Station, Gaol Street, Merton Meadow and St Martins as potential sites;

(b) **Parking policy changes** - (1) Amend off-street parking tariffs to spread demand more evenly across the city centre or more evenly through the day; (2) Increase on-street parking tariffs to encourage greater use of off-street car parks, avoid drivers circulating looking for spaces and ensure on-street spaces remain available for those who have a specific need to park close to a destination; (3) A phased reduction in the overall number of parking spaces in the city centre, both on-street and off-street. On-street spaces could be converted for a range of alternative uses including wider footways, cycle tracks, street trees and parklets. Off-street car parks could be redeveloped for new homes and businesses;

(c) **Workplace Parking Levy**: Levying a charge on businesses in a specific area who have more than 10 private car parking spaces. This would be introduced in the city centre, which has the greatest availability of alternative travel options.

Appropriate levels of dedicated parking provision would continue to be located close to key destinations for blue badge holders, loading and residents. The parking strategy would be devised to ensure that rural residents with limited non-car travel options are not disadvantaged by the strategy.

Estimated costs

Capital: £0m, Revenue: £0.5m pa

The opportunity for Hereford:

- Introducing demand management initiatives in Hereford would encourage a long term behaviour change to more sustainable travel habits

Issues to be considered if the option is taken forward include:

- Establishing the right balance for charging to mitigate impact on businesses
- Ensuring the policies and schemes account for those who have limited non-car alternatives available to them, including many living in rural areas
- The location of any congestion charge and parking fees
- Perception of potential negative impacts on businesses in the City Centre
- Technological and legislative requirements for workplace parking charges
- Need for strong political leadership

Option 12: Intelligent Transport Systems

Introduction

Intelligent Transport Systems (ITS) refers to the use of technology to provide a range of benefits for travel by different modes. A range of technology can provide more information on journey planning, incidents on the network, make efficient use of roadspace and regulate who uses roadspace. This can include the following elements:

- **Open Data**: Releasing data into the public domain to aid the development of online information and apps that can help users to make informed decisions. This can for example help people decide on the most efficient route or the most efficient mode of travel;
- **Variable message signage**: Supplements or replaces conventional road signs at key road intersections. These signs can provide information such as car parking availability, alternative routes to avoid congested locations, directions to major events for visitors and information on emergency road closures due to incidents or maintenance;
- **Urban Traffic Management and Control**: This refers to traffic monitoring and control systems. Key signalised junctions and crossings are controlled by an UTMC which can adjust signal timings at junctions in response to changing traffic situations. It allows operators to react to unfolding situations directly by adjusting light priorities, signage and other measures;

The current position

Herefordshire Council currently maintains and operates a SCOOT system. However, in 2019 Herefordshire Council published their 'Highway Network Management Plan' which sets out their plan to upgrade and expand the existing SCOOT system and implement further ITS measures around the city. These include:

- Extending the SCOOT system to more junctions around the city;
- Bringing pedestrian and cycle crossings into the SCOOT system;
- Implementing real time parking messaging systems around the city.
- Implementing Urban Traffic Control;
- Implementing bus priority systems;
- Implementing Variable Message Signs on the Strategic Road Network.

UK Case Study: York

York has recently received funding from the DfT to trial technology led traffic management.

City of York Council is partnering with Intrix in a project which will use vehicle tracking to optimise and improve traffic signals in the city. The system will be used to monitor traffic, predict traffic patterns and amend signal timings to allow traffic to flow more freely.

"Work with Highways England to re-programme traffic signals, as too often the current signals are on set patterns and do not appear to be responsive to traffic flows." (Response to 2020 Public Engagement)

What does the option propose?

Reflecting upon the measures proposed in the Highway Network Management Plan, the option comprises the following elements:

- **Using technology to reduce delays:** Traffic flow monitoring cameras would be deployed on key approaches to Hereford to collect and analyse information on traffic flows. The data would be used to amend signal timings and to provide traffic information on electronic signs, to apps and websites. The existing SCOOT system would be delivered more widely across the city to optimise the efficient movement of pedestrians, cyclists and motor vehicles on main roads and at single signal junctions respectively.
- **UTMC**: System which can inform/control measures around Hereford to adjust traffic situations.
- **Car park management:** Drivers would be directed to available spaces, based on monitoring vehicles entering and leaving Hereford's city centre car parks. Sensors can be installed in each parking bay or at entry/exit barriers to achieve this. The data can be fed in real time to electronic signs , apps and websites to provide accurate information on car park occupancy. In the future it could enable automatic charging of vehicles as they leave a car park;
- **Smart asset management:** Sensors would monitor the condition of highway assets (such as drainage gullies, road to enable more cost-effective maintenance regimes and minimise impacts on the network (e.g. drainage gulley sensors, road temperature sensors, asset subsidence sensors, vehicle impact sensors on bridges);
- **Review of communications network:** To ensure the most cost effective and Future Ready approach is being taken;
- **Connected infrastructure:** Infrastructure on main corridors to support developments in vehicle connectivity
- **Electric vehicle charging and smart grids:** Deliver an electric vehicular charging network across the city, including on street locations in the city centre and residential neighbourhoods

Estimated costs

Capital: £4 m, Revenue £0.08m pa

The opportunity for Hereford:

- Technology can enable the existing transport infrastructure to be used more efficiently and travellers to be better informed about their journeys.

Issues to be considered if the option is taken forward include:

- Ongoing costs to monitoring and maintain the technology and IT systems
- Public would need reassurance regarding data protection
- Ensuring ITS measures are compatible with partner organisations such as Highways England, bus operators and emergency services

Option 13: Traffic signal removal on the A49

Introduction

This option would remove traffic signals along the A49 corridor. Road users would instead make their own decisions about manoeuvres at junctions, interacting with each other and relying in part rely on courteous driving. Traffic signal removal can be accompanied by a change in the street design; both to enable the alternative junction designs to operate and change the look and feel of the street environment. This can in turn support smoother traffic flow.

The current position

There are currently 12 groups of traffic signals on the A49 between A4103 Roman Road and the B4399 Rotherwas Access Road. Eight sets relate to road junctions, some of which have multiple stop lines, such as at the Ross Road / Belmont Road junction (Asda Junction). There are another four locations with traffic signals to facilitate cyclist and pedestrian crossings. Depending on the location, the A49 within Hereford has on average between 23,000 and 45,000 vehicle movements per day.

UK Case Study: Poynton

In 2012, a street design scheme was completed in Poynton town centre aimed at revitalising the shopping area. It also aimed to improve road safety at the traffic-signal controlled crossroads where two heavily-trafficked roads met; London Road (15,000 vehicles per day) and Park Lane / Chester Road (17,000 vehicles per day).

The scheme removed the traffic signals and redesigned the junction with informal roundabouts. The amount of pedestrian space was doubled and the carriageways and footways were repaved. The London Road arms were reduced to single lane approaches from two lanes to create shorter pedestrian crossing distances. Entry gateway features were created to denote the area. The scheme led to reduced average speeds but more efficient traffic movement, and more responsive and safer interaction between pedestrians, cyclists and drivers.

Before scheme

After scheme

"*Turning off some traffic lights, this city is filled with them!*" (Response to 2020 Public Engagement)

What does the option propose?

This option would change how traffic is controlled at a number of junctions along the A49 corridor. Eight signal junctions and four pedestrian crossings (converted to uncontrolled crossing points with the removal of the signals) would be converted to alternative control types as summarised below.

- **City Centre Link Road (Station Approach)** - priority-controlled crossroads with banned movements retained and a signal crossing for cyclists and pedestrians to the north of the junction;
- **Blackfriars Street** - priority-controlled T junction and a signal crossing for cyclists and pedestrians to the north of the junction;
- **Newmarket Street (Debenhams)** - conversion to a give-way roundabout, with a redesigned standalone signal crossing for cyclists and pedestrians on the Edgar Street arm;
- **Eign Street (Steel's Junction)** - priority controlled junction (give-way) with Eign Sreet traffic giving way to A49 movements; retain existing banned turns;
- **Barton Road / St. Nicholas Street** – roundabout with signal crossing for cyclists and pedestrians to the north of the junction on Victoria Street;
- **A465 Ross Road / St. Martin's Street / Asda Access** - priority control, with the A49 arms being the major movement in each case
- **Holme Lacy Road / Walnut Tree Avenue** - four-way roundabout, with signal crossings for cyclists and pedestrians on northern, western and eastern arms; and
- **Bullingham Lane** - priority-controlled T junction, with signal crossing for cyclists and pedestrians to the north of the junction.

Existing standalone traffic signal crossings for cyclists and/or pedestrians would be retained in their current locations on Holmer Road, Newtown Road and Ross Road. The removal of signals would be accompanied by a redesign of the street environment, potentially similar to that introduced on Newmarket Street.

Estimated costs

Capital: Between £10-20M

The opportunity for Hereford:

- Removing the traffic signals on the A49 could enable smoother traffic flow through the city

Issues to be considered if the option is taken forward include:

- The A49 has substantially higher traffic flows and wider carriageways than locations where this has usually been implemented
- The A49 is operated and maintained by Highways England and any works would need their approval and being in full accordance with the design standards for trunk roads
- The option is likely to negatively impact on certain road users, including cyclists or pedestrians and particularly those with disabilities, such as those who are blind or partially sighted
- Potential redistribution of traffic onto minor roads if accessing the A49 takes longer from side roads

Option 14: Western Bypass

Introduction

A western bypass would comprise a new road connecting the A49(T) south of Hereford to the A49(T) in the north, travelling around the west of Hereford. It would include the Southern Link Road (from the A49 Ross Road to the A365 Belmont Road).

The current position

The Hereford Transport Package identified a western bypass as part of the preferred option for the city. The option was packaged with cycling, walking, bus and public space improvements in the city. The Cabinet Member for Transport paused the development of the Hereford Transport Package pending the outcome of this review of transport strategy.

UK Case Study: Lincoln Eastern Bypass

The A15 Lincoln Eastern Bypass currently being built will be a 7.5km dual carriageway connecting the A158 Wragby Road Roundabout to the A15 at Bracebridge Heath. The bypass will cross the River Witham and form a link road on the eastern side of the city.

The bypass aims to address traffic congestion around Lincoln City Centre, encourage growth and enhance the urban environment.

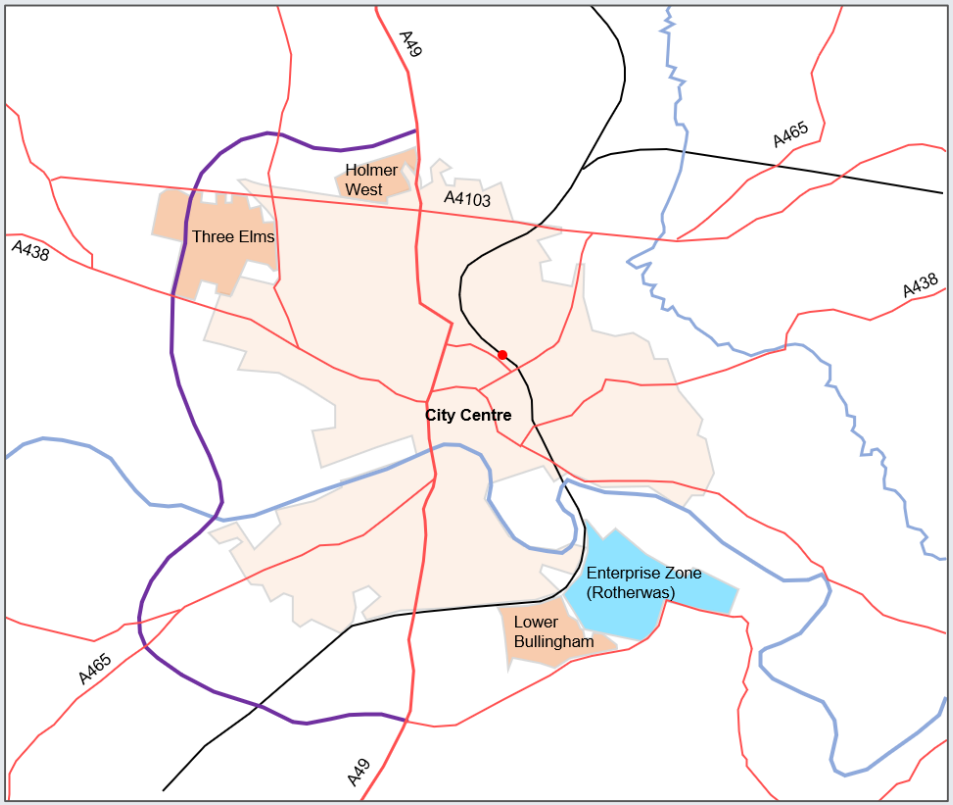
"Install the Western Bypass, this will reduce congestion in the City and allow sustainable transport options to work" (Response to 2020 Public Engagement)

What does the option propose?

The option assumes the construction of the western bypass with junctions connecting to the major intersecting radial roads, including the A465 and A438. It includes the Southern Link Road, the section connecting the A49 to the A465 south-west of the city. It assumes the implementation of the proposed red route, the preferred route approved for further scheme development at the cabinet meeting of 27 July 2018, having regard to the information presented to them.

The bypass would also deliver a new bridge across the Wye, associated infrastructure to provide connections for cyclists, pedestrians and horse-riders and measures to mitigate impacts on homes, businesses, the natural and built environment.

Plan of the proposed option



Estimated costs

Capital: £190m, Revenue: £0.108m pa

The opportunity for Hereford:

- The Western Bypass has a well developed evidence base and policy support for delivery of a resilient highway network.

Issues to be considered if the option is taken forward include:

- The route would have a negative environmental impact on the surrounding area
- Legal and feasibility constraints in addressing associated environmental impacts
- Political acceptability
- Public acceptability
- Walking, cycling and horse riding assessment implications

Option 15: Eastern Bypass

Introduction

An eastern bypass or eastern link would comprise a new road travelling around some or all of the east of the city.

The current position

The merits and feasibility of an eastern bypass were last comprehensively reviewed in 2010. The study favoured a western bypass, which was progressed as part of the Hereford Transport Package.

"An Eastern Bypass would reduce lorries having to use Greyfriars Bridge to travel along the A49" (Response to 2020 Public Engagement)

What does the option propose?

The option considers four variants for the Eastern Bypass option. All of the variants include a new bridge across the River Wye, but each of them connect to different radial roads, as follows:

a) **Full Eastern Bypass with Southern Link Road** – this would comprise a new road connecting Rotherwas to the A49 north of Hereford, plus the Southern Link Road from the A49 to the A465 and B4349 south-west of the city;

b) **Full Eastern Bypass without Southern Link Road** – this would comprise a new road connecting Rotherwas to the A49 north of Hereford but without the Southern Link Road;

c) **Eastern Link** – this would comprise a shorter section of new road to link Rotherwas and the A438 Worcester Road; and

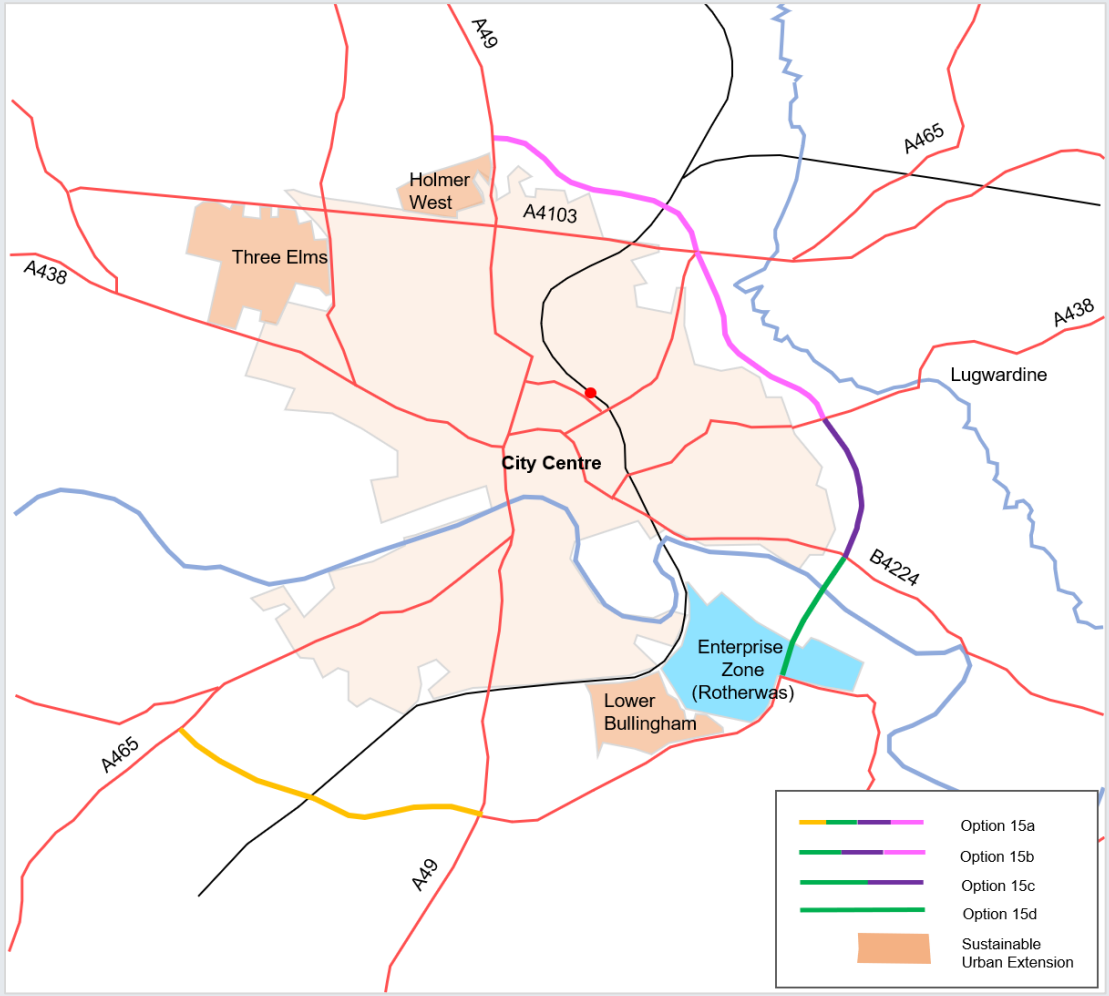
d) **Eastern River Crossing**– A short section of new road between the Rotherwas Access Road and the B4224 Hampton Park Road.

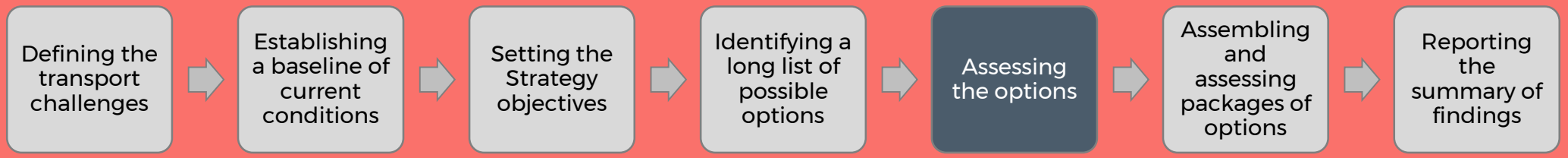
Estimated costs:
A - Capital: £155m, Revenue: £0.1m pa
B – Capital: £125m, Revenue: £0.1m pa
C – Capital: £55m, Revenue: £0.06m pa
D – Capital: £42m, Revenue: £0.04m pa

The opportunity for Hereford:
- Delivering the Eastern Bypass would provide a second river crossing which could support increased network resilience in Hereford.

Issues to be considered if the option is taken forward include:
- The route would have a negative environmental impact on the surrounding area
- Legal and feasibility constraints in addressing associated environmental impacts
- Political acceptability
- Public acceptability
- Significant adverse effects on the integrity of international important ecological sites
- Walking, cycling and horse riding assessment implications

Plan of the proposed option





Chapter 6
Assessing the options

The next step in the transport strategy review was to assess how well each option performed against the different objectives and outcomes and to consider their likely public acceptability, deliverability and affordability.

This chapter describes the Option Assessment Framework which was devised to guide the assessment process, along with commentary of the contribution of the Hereford Transport Model. A series of tables contain the assessment results, and the views of the Stakeholder Reference Panel and elected members are summarised. The end of the chapter sets out the three options which did not perform well against the assessment and confirms the other options which were taken forward.

Chapter 7 then outlines how the better performing options were packaged together to better achieve the balance of desired outcomes for Hereford.

6. Option Assessment Framework

An Option Assessment Framework was developed to ensure that all 18 options were assessed on a consistent and transparent basis. It comprises of two parts:

1. The extent to which an option meets the desired outcomes. Each of the 35 indicators was measured on a five-point scale, ranging from 'large adverse' to 'large beneficial'.
2. Commentary on public acceptability, deliverability and affordability, again on a five-point scale.

Details of the grading criteria within the Option Assessment Framework are shown on the next page.

Some of the indicators are measured by using outputs from the Hereford Transport Model. The model, how it was used and its limitations are explained on the pages following.

The following six pages show how each option performs against each indicator, both in absolute terms and relative to one another. Full details of the OAF can be found in **Appendix B**.

This is followed by a summary of the responses from Members and the Stakeholder Reference Panel on the Option Assessment.

6. Option Assessment Framework

The detail of the Option Assessment Framework is shown below. The full framework can be found in **Appendix B**.

Climate Emergency	• 4 outcomes with associated indicators	Large adverse	Adverse	Neutral	Beneficial	Large beneficial
Economy	• 4 outcomes with associated indicators	Large adverse	Adverse	Neutral	Beneficial	Large beneficial
Environment	• 4 outcomes with associated indicators	Large adverse	Adverse	Neutral	Beneficial	Large beneficial
Society	• 4 outcomes with associated indicators	Large adverse	Adverse	Neutral	Beneficial	Large beneficial
Acceptability	• Stakeholder Reference Panel • 2020 Public Engagement	Majority, negative view	Minority negative view	Ambivalent/polarised view	Minority, positive view	Majority, positive view
Deliverability	• Technical/practical feasibility	No examples in the UK	Limited operational UK examples	Significant numbers of examples delivered elsewhere in the UK but with different characteristics to Hereford	Significant numbers of examples delivered elsewhere in the UK with similar characteristics to Hereford	Existing examples of option delivery in Hereford
	• Technological barriers	Very challenging	Relatively challenging	Not known	Relatively easy	Very easy
	• Legal powers	Requires a third party process with little chance of success with associated increased timeline/risks	Requires an extended third party process with associated risks and lower chance of success	Requires a common third party process with associated risks	Required third party process with a good chance of success within reasonable timescale	No additional permissions
	• Implementation timescale	Over 10 years	7-10 years	4-6 years	1-3 years	Less than 1 year
Affordability	• Capital cost	Over £20 million	£10-20 million	£10 million	£5-10 million	£0-2 million
	• Revenue cost	Over £1M	£200k-£1m	Up to £200k	Up to £100k	0 or generates revenue
	• Council revenue streams	High risk	Medium-high risk	Medium risk	Medium-low risk	Low risk
	• Risk of cost increases	High risk	Medium-high risk	Medium risk	Medium-low risk	Low risk
	• Value for Money	High Cost, Low Benefit	Medium Cost, Low Benefit or High Cost, Medium Benefit	Low Cost, Low Benefit or Medium Cost, Medium Benefit or High Cost, High Benefit	Medium Cost, High Benefit or Low Cost, Medium Benefit	Low Cost, High Benefit
	• Likelihood of funding	There is little expectation to fund this type of option	Securing funding for this type of option would be difficult	Funding bodies occasionally fund this type of option	Funding bodies typically fund this type of option	Funding is readily available for the option

6. Option Assessment Framework

Hereford Transport Model

The multi-modal transport model for Hereford was used to inform and assess options as part of the strategy review. The Hereford Transport Model was developed following DfT guidance. It is based on data collected in 2016 and represents the highway network, public transport services and cycling/walking provision.

As indicated earlier, the review was undertaken during a period of great uncertainty due the effects of Covid-19 on many aspects of everyday life, including travel behaviour. These effects reinforce the normal uncertainties associated with using transport models to forecast travel patterns into the future. As such the modelled results need to be taken as indicative of the effects which would be likely to occur. More confidence can be given to the relative performance between different options than the absolute values which the model produces.

Forecast models for future years were built from the validated base year model and modified to represent specific changes which are committed on the different transport networks (e.g. new roads, changing junction configurations). The demand side was modified by combining committed development with other local development aspirations and controlling these to national forecasts of population and employment growth which are published via the National Trip End Model.

By coding changes into the model to reflect the characteristics of each option, the model will calculate the impact on traffic flows (including journey times and the time spent queuing at junctions) and the use of the different travel modes across the Hereford transport network. This has been used to inform some of the entries in the Option Assessment Framework (OAF).

Some of the options assessed in this review are easier to model than others. For some, we were able to apply reasonably accurate representations of the options in the model (e.g. the bypass options, electric hopper bus), for some we had to apply proxies for the options (e.g. promotional campaign, ULR), and we were not been able to model some at all (e.g. demand-responsive transport, shared mobility). For some options we modelled more than one variant of the option to gauge how sensitive the outputs are on the modelling assumptions which have been made.

We used the model to test options 1, 2, 5, 6, 7, 11, 13, 14, 15a, 15b, 15c and 15d and to inform the traffic-related entries in the OAF. The other options were not capable of being tested in the model and so the OAF contains qualitative information only.

The modelling was carried out at an assumed assessment year of 2026. Whilst each of the options would require its own delivery programme, it was important to assess all options on a consistent basis. It was considered that 2026 provided the best balance between allowing time to implement/construct the option whilst minimising the additional uncertainty which longer range forecasting inevitably introduces.

The DfT's Transport Analysis Guidance databook guided the model parameters used. It considers the changes in fleet composition over time, the proportion of petrol, diesel, and electric vehicles changing year on year. For example, in the model base year (2016) only 1% of the car fleet is electric; by 2026 this is forecast to increase to 16%. Outputs from the Hereford Transport Model were used alongside DfT datasets to inform the carbon assessment undertaken in the OAF.

The Covid-19 pandemic has indicated the uncertainty around future trends or assumptions. Further commentary regarding this is outlined in Chapter 8.

The Modelling Indicators

It is important to recognise that the majority of indicators used in the option assessment (25 out of 35) do not rely on model outputs. The way in which the other ten indicators use outputs from the model is shown below.

Indicator	Explanation
1.1 What impact does the option/package have on carbon emissions?	• Change in tonnes of carbon (affected by vehicle kilometres and vehicle speed)
2.1 What impact does the option/package have on reducing the level of motorised traffic?	• Change in vehicle kilometres travelled within the modelled area
2.2 What impact does the option/package have on reducing travel by car for short journeys?	• Change in mode share for journeys within Hereford
5.1 What impact does the option/package have on delay and congestion across the city as a whole?	• Change in the time spent queuing at junctions across the whole of the Hereford built-up area
5.2 What impact does the option/package have on journey times and journey time reliability along key corridors (A49, A438 and A465) for motor vehicles, pedestrians and cyclists?	• Change in journey times along key corridors within Hereford
5.3 What impact does the option/package have on bus patronage and bus reliability?	• Change in bus patronage
7.1 What impact does the option/package have on congestion levels in the city centre (cordon around the city centre)?	• Change in the time spent queuing at junctions in Hereford City Centre
9.1 What impact does the option/package have on traffic flows on roads in the Air Quality Management Area (AQMA)? (AQMA includes the A49 and parts of the A438)	• Change in traffic flows on roads within the AQMA
9.2 What impact does the option/package have on modal shift to less polluting modes across the city?	• Change in mode share to sustainable modes of travel (e.g. walking, cycling, bus and rail)
16.2 What impact does the option/package have on Noise Important Areas (NIAs)?	• Change in traffic flows on roads within the NIA

Induced demand

The phenomenon of 'induced demand' is well-established and usually refers to the impact of new road construction. It describes 'new' vehicle traffic that appears once the capacity of the road network is increased.

A recent evidence review into induced travel demand was conducted for Highways England (link). This identified that the induced traffic effect is greater where additional road capacity is provided in locations with high congestion levels and suppressed demand. Much of the evidence is however based on large metropolitan areas. The Campaign for the Protection of Rural England compared traffic data relating to Highways England schemes across the country pre- and post-completion (link) and reached similar conclusions.

The existence of induced traffic means that some or all of the predicted benefits of new roads, including reducing congestion, will be eroded as people take advantage of the improved road conditions. Traffic can be induced from local or longer-distance journeys. People respond to the improved road conditions by changing their travel behaviour in one or more of the following ways:

- Changing travel mode, e.g. switching from public transport to driving
- Changing the time of journey, e.g. switching to the peak periods as congestion reduces
- Changing route, e.g. using the new road to travel further but more quickly to the destination
- Increasing the frequency of travel, e.g. making journeys that were not made previously; or
- Changing the origin or destination of the journey, e.g. moving house or job.

The Hereford Transport Model takes account of some of these effects, specifically changing travel mode, time of journey and route. However, it does not make allowance for any propensity to make completely new journeys, and it does not allow for the longer-term possibilities of moving house or jobs. Hence, the model results presented in this study take account of many of the aspects of induced traffic, although not all. As such, there is a possibility that the congestion relief benefits which are predicted for all packages may be slightly overestimated, particularly in the longer term.

Long distance transfers

Although the model is focussed on the urban area of Hereford, it contains some surrounding rural areas so that it can estimate the extent of re-routeing across Herefordshire and adjacent counties. However, the model is not capable of estimating any longer distance transfers which may occur as a result of interventions carried out within the city (e.g. journeys between Cardiff and Manchester). As such, there is a further possibility that the congestion relief benefits which are predicted for all packages may be slightly overestimated,.

The assessment results for each of the proposed options is summarised in the following pages.

6. Option Assessment Framework Results

The following six pages summarise the results of the Option Assessment Framework. The first four pages show the extent to which each indicator performs against the five point assessment criteria. The next two pages summarise the performance against acceptability, deliverability and affordability.

	Outcomes	Indicators	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8	Option 9	Option 10	Option 11	Option 12	Option 13	Option 14	Option 15a	Option 15b	Option 15c	Option 15d
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target	1.1 What impact does the option have on carbon emissions?	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Adverse	Neutral	Neutral	Neutral	Neutral
	O2: The need to travel is reduced and travel distance is reduced	2.1 What impact does the option have on reducing the level of motorised traffic?	Beneficial	Beneficial	Beneficial	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
		2.2 What impact does the option have on reducing the need to travel by car for short journeys?	Beneficial	Large Beneficial	Beneficial	Beneficial	Beneficial	Neutral	Beneficial	Neutral	Beneficial	Neutral	Beneficial	Neutral	Neutral;	Adverse	Adverse	Adverse	Adverse	Adverse
	O3: The amount of resources and energy used in the transport system is minimised	3.1 What impact does this option have on fuel use?	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Adverse	Neutral	Neutral	Neutral	Neutral
	O4: The transport system is flexible and adaptable to climate change and future needs	4.1 What impact does the option have on helping movement in response to climate change impacts such as flooding?	Beneficial	Beneficial	Beneficial	Neutral	Neutral	Neutral	Adverse	Beneficial	Neutral	Neutral	Neutral	Beneficial	Neutral	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial

6. Option Assessment Framework Results

	Outcomes	Indicators	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8	Option 9	Option 10	Option 11	Option 12	Option 13	Option 14	Option 15a	Option 15b	Option 15c	Option 15d
Economy 183	O5: Reliable and efficient movement of people and goods and provision of services	5.1 What impact does the option have on delay and congestion across the city as a whole?	Beneficial	Neutral	Neutral	Neutral	Neutral	Large Adverse	Neutral	Neutral	Beneficial	Beneficial	Beneficial	Beneficial	Large Adverse	Beneficial	Beneficial	Large Beneficial	Large Beneficial	Beneficial
		5.2 What impact does the option have on journey times and journey time reliability for motor vehicles along key corridors?	Beneficial	Neutral	Neutral	Neutral	Neutral	Adverse	Neutral	Neutral	Beneficial	Neutral	Neutral	Beneficial	Neutral	Neutral	Beneficial	Beneficial	Neutral	Neutral
		5.3 What impact does the option have on bus patronage and bus reliability?	Beneficial	Neutral	Neutral	Beneficial	Large Beneficial	Beneficial	Large Beneficial	Beneficial	Neutral	Beneficial	Neutral	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
	O6: The transport system facilitates sustainable development	6.1 What impact does the option have on travel to the Sustainable Urban Extensions (SUEs), Enterprise Zone and other new development in Hereford?	Large Beneficial	Large Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Neutral	Beneficial	Neutral	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial
	O7: Transport supports a thriving local economy	7.1 What impact does the option have on congestion levels in the City Centre (cordon around City Centre)?	Neutral	Neutral	Neutral	Neutral	Neutral	Beneficial	Neutral	Neutral	Beneficial	Beneficial	Beneficial	Beneficial	Large Adverse	Beneficial	Large Beneficial	Large Beneficial	Beneficial	Beneficial
		7.2 What impact does the option have on improving access to employment sites, training opportunities and education (university), some of which are located outside Hereford.	Beneficial	Beneficial	Neutral	Neutral	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Neutral	Beneficial	Neutral	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial
	O8: A more resilient transport system	8.1 What impact does the option have on making the network less susceptible to the impacts of incidents, maintenance and roadworks?	Beneficial	Beneficial	Neutral	Neutral	Neutral	Neutral	Beneficial	Neutral	Neutral	Neutral	Neutral	Beneficial	Beneficial	Large Beneficial	Large Beneficial	Large Beneficial	Beneficial	Beneficial
		8.2 What impact does the option have on increasing modal choice?	Beneficial	Large Beneficial	Beneficial	Beneficial	Beneficial	Neutral	Large Beneficial	Beneficial	Beneficial	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral

6. Option Assessment Framework Results

	Outcomes	Indicators	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8	Option 9	Option 10	Option 11	Option 12	Option 13	Option 14	Option 15a	Option 15b	Option 15c	Option 15d
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates) especially where people live	9.1 What impact does the option have on traffic flows on roads in the Air Quality Management Area (AQMA)? (AQMA includes the A49 and parts of the A438)	Neutral	Neutral	Neutral	Neutral	Neutral	Beneficial	Neutral	Neutral	Neutral	Beneficial	Neutral	Neutral	Adverse	Large Beneficial	Large Beneficial	Large Beneficial	Large Beneficial	Large Beneficial
		9.2 What impact does the option have on modal shift to less polluting modes across the city?	Beneficial	Beneficial	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Beneficial	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain	10.1 What impact does the option have on water quality?	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Adverse	Adverse	Adverse	Adverse	Adverse
		10.2 What impact does the option have on protected priority habitats and species?	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Large adverse	Large Adverse	Large Adverse	Adverse	Adverse
		10.3 What impact does the option have on designated sites?	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Adverse	Large Adverse	Large Adverse	Adverse	Adverse
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)	11.1 What impact does the option have on the landscape and visual surroundings?	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Adverse	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Large Adverse	Large Adverse	Large Adverse	Large Adverse	Large Adverse
		11.2 What impact does the option have on cultural heritage, including designated sites?	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Large Adverse	Large Adverse	Large Adverse	Large Adverse	Large Adverse
		11.3 What impact does the option have on the streetscape?	Neutral	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Adverse	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral
	O12: The transport system contributed to creating attractive and high quality places to live, work and visit	12.1 What impact does the option have on making residential areas more pleasant to live?	Neutral	Large Beneficial	Beneficial	Neutral	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Large Adverse	Large Adverse	Adverse	Adverse
		12.2 What impact does the option have on improving accessibility to the City Centre via sustainable transport?	Beneficial	Large Beneficial	Beneficial	Beneficial	Large Beneficial	Beneficial	Neutral	Beneficial	Beneficial	Beneficial	Neutral	Neutral	Adverse	Neutral	Neutral	Neutral	Neutral	Neutral
		12.3 What impact does the option have on encouraging footfall in the City Centre?	Beneficial	Large Beneficial	Neutral	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Neutral	Neutral	Beneficial	Adverse	Neutral	Neutral	Neutral	Neutral	Neutral

6. Option Assessment Framework Results

	Outcomes	Indicators	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8	Option 9	Option 10	Option 11	Option 12	Option 13	Option 14	Option 15a	Option 15b	Option 15c	Option 15d
Society 185	O13: The transport system facilitates improved public health through more active lifestyles	13.1 What impact does the option have on making people more active by increasing levels of cycling and walking?	Large Beneficial	Large Beneficial	Beneficial	Neutral	Neutral	Beneficial	Beneficial	Neutral	Beneficial	Beneficial	Beneficial	Neutral	Adverse	Neutral	Neutral	Neutral	Neutral	Neutral
		13.2 What impact does the option have on making people more active by using public transport?	Beneficial	Beneficial	Neutral	Beneficial	Beneficial	Beneficial	Beneficial	Neutral	Neutral	Beneficial	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
		13.3 What impact does the option have on childhood obesity?	Beneficial	Large Beneficial	Large Beneficial	Beneficial	Beneficial	Neutral	Beneficial	Neutral	Beneficial	Neutral	Neutral	Neutral	Adverse	Neutral	Neutral	Neutral	Neutral	Neutral
	O14: All sectors of society have easy and affordable access to the services and facilities they need	14.1 What impact does the option have on meeting the accessibility needs of all sectors of society, including those with protected characteristics or those without access to a car?	Beneficial	Large Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Neutral	Neutral	Large Adverse	Neutral	Neutral	Neutral	Neutral	Neutral
		14.2 What impact does the option have on improving accessibility to services and facilities for rural residents?	Beneficial	Neutral	Neutral	Beneficial	Beneficial	Beneficial	Neutral	Beneficial	Neutral	Beneficial	Adverse	Beneficial	Adverse	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial
		14.3 What impact does the option have on improving integration between transport modes?	Beneficial	Beneficial	Beneficial	Neutral	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Large Beneficial	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
	O15: The transport network is safe and secure for everyone to use confidently	15.1 What impact is the option likely to have on accidents/collisions by all modes?	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Beneficial	Neutral	Adverse	Neutral	Neutral	Neutral	Neutral	Neutral
		15.2 What impact does the option have on making people feel more confident and safe to use the bus?	Beneficial	Beneficial	Neutral	Beneficial	Beneficial	Beneficial	Neutral	Beneficial	Neutral	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral
		15.3 What impact does the option have on making people feel more confident and safe to cycle and walk?	Beneficial	Large Beneficial	Large Beneficial	Neutral	Neutral	Beneficial	Neutral	Neutral	Beneficial	Beneficial	Neutral	Neutral	Adverse	Neutral	Neutral	Neutral	Neutral	Neutral
	O16: The adverse impacts of transport on communities are reduced, including severance and noise	16.1 What impact does the option have on severance on key cross city corridors e.g. A49, A438 and A465?	Neutral	Large Beneficial	Beneficial	Neutral	Beneficial	Neutral	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Adverse	Beneficial	Beneficial	Beneficial	Beneficial	Beneficial
		16.2 What impact does the option have on Noise Important Areas (NIAs)?	Neutral	Neutral	Neutral	Neutral	Neutral	Beneficial	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral

Deliverability				Acceptability		
Implementation timescale of the option	Legal powers	Technical/practical feasibility		Public acceptability	Stakeholder acceptability	
How long will the option take to be delivered and in operation?	Does the option require permissions, approvals or legal powers?	How easily can the technological barriers be overcome to deliver this option?	Has the option been successfully implemented elsewhere?	Responses from the 2020 Public Engagement	Responses from the Stakeholder Reference Panel	
1-3 years	No additional permissions	Relatively easy	Significant numbers of examples delivered elsewhere in the UK but with different characteristics to Hereford	Ambivalent /polarised view	Majority, positive view	Option 1
4-6 years	Required third party process with a good chance of success within reasonable timescale	Very easy	Significant numbers of examples delivered elsewhere in the UK with similar characteristics to Hereford	Minority, positive view	Majority, positive view	Option 2
1-3 years	Required third party process with a good chance of success within reasonable timescale	Very easy	Significant numbers of examples delivered elsewhere in the UK but with different characteristics to Hereford	Minority, positive view	Majority, positive view	Option 3
1-3 years	No additional permissions	Very easy	Limited operational UK examples	Ambivalent /polarised view	Majority, positive view	Option 4
4-6 years	Requires an extended third party process with associated risks and lower chance of success	Very easy	Significant numbers of examples delivered elsewhere in the UK but with different characteristics to Hereford	Majority, positive view	Majority, positive view	Option 5
1-3 years	Requires a common third party process with associated risks	Relatively easy	Significant numbers of examples delivered elsewhere in the UK with similar characteristics to Hereford	Ambivalent /polarised view	Majority, positive view	Option 6
7-10 years	Requires an extended third party process with extended risks and lower chance of success	Relatively challenging	Limited operational UK examples	Ambivalent /polarised view	Minority, positive view	Option 7
1-3 years	Requires a common third party process with associated risks	Relatively easy	Limited operational UK examples	Ambivalent /polarised view	Minority, positive view	Option 8
1-3 years	Required third party process with a good chance of success within reasonable timescale	Relatively easy	Significant numbers of examples delivered elsewhere in the UK but with different characteristics to Hereford	Ambivalent /polarised view	Majority, positive view	Option 9
1-3 years	Requires a common third party process with associated risks	Relatively easy	Significant numbers of examples delivered elsewhere in the UK but with different characteristics to Hereford	Minority, positive view	Majority, positive view	Option 10
4-6 years	Requires a common third party process with associated risks	Not known	Significant numbers of examples delivered elsewhere in the UK but with different characteristics to Hereford	Ambivalent /polarised view	Majority, positive view	Option 11
1-3 years	No additional permissions	Relatively easy	Significant numbers of examples delivered elsewhere in the UK with similar characteristics to Hereford	Minority, positive view	Minority, positive view	Option 12
4-6 years	Requires a third party process with little chance of success with associated increased timeline/risks	Very easy	Significant numbers of examples delivered elsewhere in the UK but with different characteristics to Hereford	Minority, positive view	Minority, positive view	Option 13
7-10 years	Requires an extended third party process with associated risks and lower chance of success	Very easy	Significant numbers of examples delivered elsewhere in the UK with similar characteristics to Hereford	Majority, positive view	Minority, positive view	Option 14
7-10 years	Requires a third party process with little chance of success with associated increased timeline/risks	Very easy	Significant numbers of examples delivered elsewhere in the UK with similar characteristics to Hereford	Majority, positive view	Minority, positive view	Option 15a
7-10 years	Requires a third party process with little chance of success with associated increased timeline/risks	Very easy	Significant numbers of examples delivered elsewhere in the UK with similar characteristics to Hereford	Majority, positive view	Ambivalent/polarised view	Option 15b
4-6 years	Requires an extended third party process with associated risks and lower chance of success	Very easy	Significant numbers of examples delivered elsewhere in the UK with similar characteristics to Hereford	Majority, positive view	Ambivalent/polarised view	Option 15c
4-6 years	Requires an extended third party process with associated risks and lower chance of success	Very easy	Significant numbers of examples delivered elsewhere in the UK with similar characteristics to Hereford	Majority, positive view	Minority, positive view	Option 15d

6. Option Assessment Framework Results

			Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8	Option 9	Option 10	Option 11	Option 12	Option 13	Option 14	Option 15a	Option 15b	Option 15c	Option 15d
Affordability 187	Capital cost	What are the estimated construction costs/implementation costs of the option?	£0-2m	Over £20m	£2-5m	£0-2m	£5-10m	£10-20m	Over £20m	£0-2m	£0-2m	£10-20m	£0-2m	£2-5m	£10-20m	Over £20m	Over £20m	Over £20m	Over £20m	Over £20m
	Revenue cost	What are the revenue cost implications of the option?	Over £1m	£200k-1m	Up to £100k	£200k-1m	Over £1m	Up to £100k	£200k-1m	Up to £100k	Up to £100k	£200k-1m	Up to £100k	Up to £100k	Up to £100k	Up to £200k	Up to £100k	Up to £100k	Up to £100k	Up to £100k
		To what degree does the option impact on other Council revenue streams?	Low risk	Low risk	Low risk	Low risk	High risk	Low risk	Low risk	Low risk	Low risk	Low risk	Medium risk	Low risk	Medium risk	Low risk	Low risk	Low risk	Low risk	Low risk
	Risk of cost increases	To what degree are the costs of the option likely to increase?	Medium-low risk	Medium-low risk	Medium-low risk	Medium risk	Medium risk	Medium-low risk	High risk	Medium risk	Medium risk	Medium-low risk	Medium risk	Medium risk	Low risk	Medium risk	Medium risk	Medium risk	Medium risk	Medium risk
	Initial value for money	How do the benefits compare to the costs?	Low cost, low benefit or medium cost, medium benefit or high cost, high benefit	Low cost, low benefit or medium cost, medium benefit or high cost, high benefit	Low cost, high benefit	Low cost, low benefit or medium cost, medium benefit or high cost, high benefit	Low cost, low benefit or medium cost, medium benefit or high cost, high benefit	Medium cost, high benefit or low cost, medium benefit	Low cost, low benefit or medium cost, medium benefit or high cost, high benefit	Low cost, low benefit or medium cost, medium benefit or high cost, high benefit	Low cost, high benefit	Low cost, high benefit	Low cost, low benefit or medium cost, medium benefit or high cost, high benefit	Low cost, low benefit or medium cost, medium benefit or high cost, high benefit	Medium cost, low benefit or high cost, medium benefit	Medium cost, low benefit or high cost, medium benefit	Medium cost, low benefit or high cost, medium benefit	Medium cost, low benefit or high cost, medium benefit	Medium cost, low benefit or high cost, medium benefit	Medium cost, low benefit or high cost, medium benefit
	Likelihood of funding	Is there funding available (including third party funding) to deliver this option?	Funding bodies typically fund this type of option	Funding bodies typically fund this type of option	Funding bodies typically fund this type of option	Securing funding for this type of option would be difficult	Funding bodies occasionally fund this type of option	Funding bodies typically fund this type of option	Securing funding for this type of option would be difficult	Funding bodies occasionally fund this type of option	Funding bodies occasionally fund this type of option	Funding bodies occasionally fund this type of option	Funding bodies occasionally fund this type of option	Funding bodies typically fund this type of option	There is little expectation to fund this type of option	Funding bodies occasionally fund this type of option	Funding bodies occasionally fund this type of option	Funding bodies occasionally fund this type of option	Funding bodies occasionally fund this type of option	Funding bodies occasionally fund this type of option

6. Stakeholder Engagement – Option Assessment

Stakeholder Engagement was undertaken to provide comment upon the Option Assessment, complementing the public consultation described in **Chapter 2**. The views of Members and the Stakeholder Reference Panel (SRP) fed into the Option Appraisal. The following questions were asked to both the Council Members and the SRP:

1. **Please provide your observation on the overall outcomes**

The main themes included:

- The options need to reflect the opportunities for transport provided by COVID-19
- DfT Transport Appraisal Guidance is outdated due to COVID-19
- Concerns over the number of responses from the public engagement process
- Options only focused on Hereford city centre and did not consider rural areas
- How has housing delivery and growth in the Local Plan been considered
- Transport Plan for Hereford Hospital is needed
- Strong policy levers are needed alongside infrastructure and interventions to reduce car use
- No account has been taken for exogenous factors
- No consideration of the uncertainty of external factors

2. **Please provide any specific observations about the appraisal of individual options**

The main themes included:

- Scoring should be given a weighting
- Appraisal does not include embodied carbon

3. **Please indicate if you think options should be taken forward or discarded at this point in the review**

See next page for responses.

4. **Please indicate up to three possible groups of options with a comment as to why you believe these should go together**

See Chapter 7.

6. Stakeholder Engagement – Option Assessment

Question 3 Responses (Please indicate if you think options should be taken forward or discarded at this point in the review)

The Members and SRP were asked to indicate which options should be taken forward and which options should be discarded at this point in the review. The tables below illustrate their responses. The options highlighted in green (total score column) indicate the most popular options and those highlighted in red (total score column) indicate the least popular.

Members Response	Take Forward	Discard	Total Score
Option 2: Improved Walking and Cycling	9		9
Option 3: Safer routes to school	9		9
Option 1: Enhanced Travel Promotional Campaign	8	1	7
Option 4: Improved school bus service	7	1	6
Option 10: FMLM and Mobility Hub Interchange	5	1	4
Option 6: Bus priority	5	2	3
Option 8: DRT	6	2	4
Option 9: Shared Mobility	5	2	3
Option 11: Demand Management	4	1	3
Option 5: Electric hopper bus service	5	2	3
Option 12: ITS	3	1	2
Option 14: Western Bypass	3	5	-2
Option 7: ULR	2	4	-2
Option 13: Traffic signal removal on the A49	2	5	-3
Option 15c: Eastern Link	2	7	-5
Option 15a: Full Eastern Bypass with SLR	1	7	-6
Option 15d: Eastern River Crossing	1	7	-6
Option 15b: Full Eastern Bypass without SLR	0	7	-7

SRP Response	Take Forward	Discard	Total Score
Option 2: Improved Walking and Cycling	9		9
Option 3: Safer routes to school	9		9
Option 5: Electric hopper bus service	9		9
Option 6: Bus priority	9		9
Option 11: Demand Management	9		9
Option 9: Shared Mobility	8	1	7
Option 10: FMLM and Mobility Hub Interchange	8	1	7
Option 4: Improved school bus service	7		7
Option 1: Enhanced Travel Promotional Campaign	7		7
Option 8: DRT	6	1	5
Option 7: ULR	6	3	3
Option 12: ITS	6	3	3
Option 13: Traffic signal removal on the A49	2	7	-5
Option 14: Western Bypass	2	7	-5
Option 15a: Full Eastern Bypass with SLR	2	7	-5
Option 15d: Eastern River Crossing	2	7	-5
Option 15b: Full Eastern Bypass without SLR	1	8	-7
Option 15c: Eastern Link	1	8	-7

The most popular options were those promoting sustainable transport, with the road schemes being the least popular with both the members and the SRP.

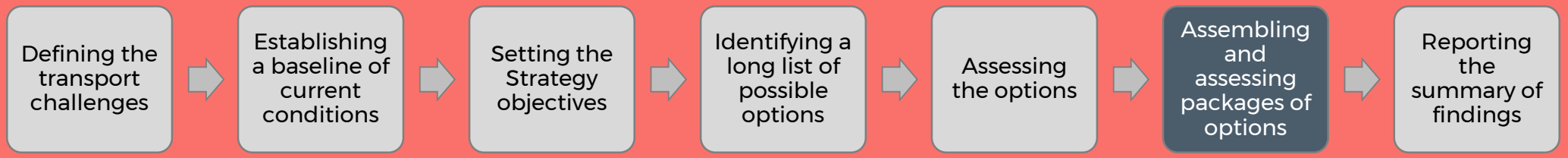
6. Summary of Option Assessment

The next stage of the study considered the results of the individual option appraisal and decided which ones should be taken forward for further assessment Specifically, it identified those options which did not perform well and should not be taken forward.

The Department for Transport's Transport Appraisal Process was used to undertake the initial sift of the options to identify any 'showstoppers' which would prevent an option progressing further in the development process. This was supplemented by comments from Members and the Stakeholder Reference Panel.

Using this Appraisal Process, the following options performed poorly and were not taken forward for packaging:

- **Ultra Light Rail** (Option 7) performed poorly against three technical soundness indicators. There were also identified issues relating to its deliverability in the context of a city the size and population of Hereford and the level of ongoing revenue support which was likely to be required to maintain services;
- **Traffic signal removal on the A49** (Option 13) would increase congestion on a key corridor and consequently create a worse environment for pedestrians and cyclists;
- The **Full Eastern Bypass variants** (Option 15a and 15b) would have very severe adverse environmental impacts during both construction and operation.



Chapter 7
Assembling and assessing packages of options

The next step in the transport strategy review was to package together better performing options brought forward from chapter 6.

This chapter explains how the better performing options were grouped to create six packages, and how six combinations of packages were assessed against the strategy objectives, public acceptability, deliverability and affordability. This was carried out using a revised Package Assessment Framework. The chapter summarises the assessment with two pages per package. The first pages show a 'radar diagram' which illustrates the extent to which the outcomes are met. The second pages provide more detail including information on acceptability, affordability and deliverability.

7. Packaging the options

It was clear from the Option Assessment that no single option would meet all the desired outcomes for Hereford and that different options had their relative strengths and weaknesses. It was therefore decided to combine the remaining options into 'themed' groupings such that they could then be combined into different combinations of packages. Following further input from Members and the Stakeholder Reference Panel it was decided to group the remaining options as shown below.

A revised assessment methodology was used (see later in Chapter 7). The assessment considered how each element would work in combination, whether they would complement each other and, in some cases, whether different elements would work against each other (and limit the achievement of the desired outcomes). It was therefore not a case of simply aggregating the results of the option assessment.

The methodology means it is not always apparent how each individual element contributes to the overall performance of the package. However, each option was assessed on their own merits and the results are summarised in **Chapter 6** and reported in more detail in **Appendix B**.

Package A
Focus: Walking and Cycling measures

- Enhanced Travel Promotion Campaigns
- Improved Walking and Cycling Infrastructure
- Safer routes to school
- Shared Mobility
- Mobility Hubs

Package B
Focus: Improving public transport

- Improved school bus
- Electric hopper bus
- Bus priority
- Demand responsive transport

Package C
Focus: Managing traffic demand

- Bus priority
- Demand Management
- Intelligent Transport Systems

Package D
Focus: Providing a new river crossing

- Western Bypass

Package E
Focus: Providing a new river crossing

- Eastern Link

Package F
Focus: Providing a new river crossing

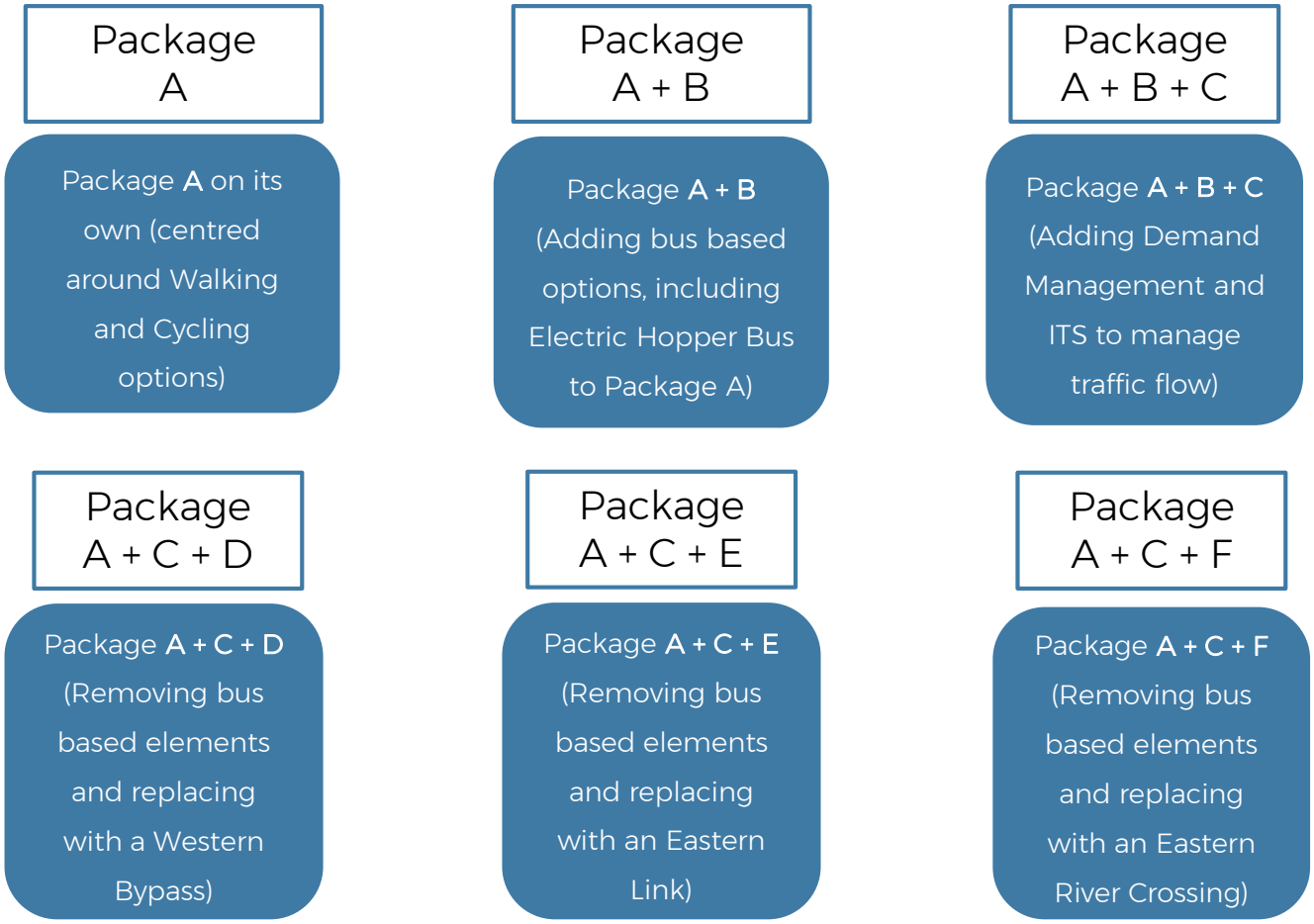
- Eastern River Crossing

7. Packaging the options

Following further discussion with Members, the following six combinations of packages were taken forward for more detailed assessment. Key factors influencing which packages were taken forward included the results form the Option Assessment, which showed that:

- The different elements within Package A (focussed on cycling and walking) performed strongly, and had strong stakeholder and public support, leading Package A to be common to all six combinations;
- The complementary nature of Package C (Demand Management) with the road schemes, to limit the extent of induced traffic; and
- The road schemes adversely impacting on bus patronage, suggesting that Package B should not be combined with packages which include road schemes.

The same assessment methodology was adopted as outlined previously, in terms of considering how each element of the package would work in combination.



7. Package Assessment Framework (PAF)

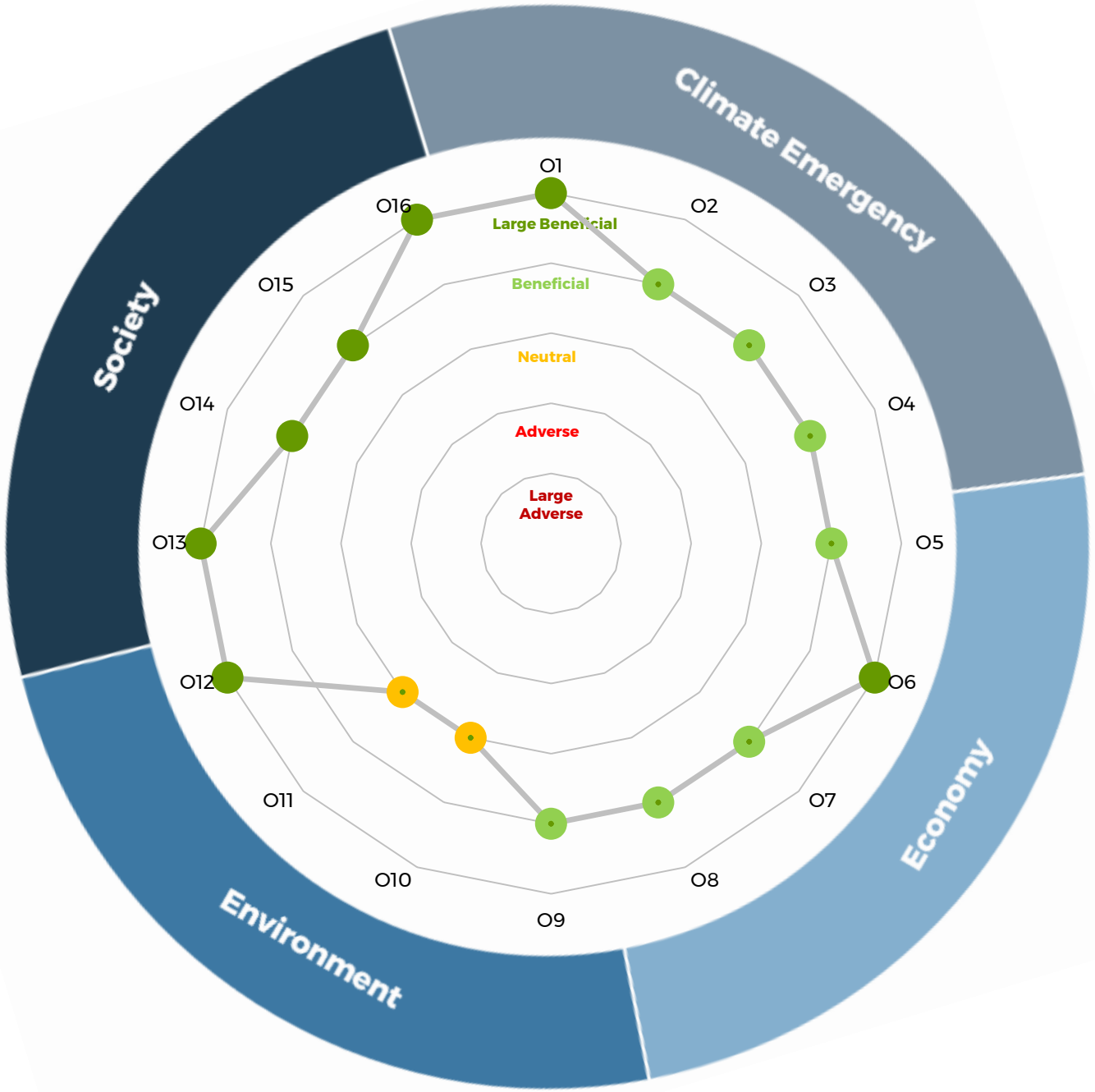
The table below sets out the revised Assessment Framework which was used to assess the packages of options (the full framework can be found in **Appendix C).** The framework differs from the Option Assessment Framework in the following ways:

- An indicator which incorporates embodied carbon has been included due to Stakeholder feedback - (3.1 What impact does this package have on embodied carbon?)
- The acceptability five-point criteria has been updated to reflect the results from the Stakeholder Reference Panel and 2020 Public Engagement in terms of their views on packages
- The criteria for capital costs and revenue costs have been revised to reflect the higher costs of packages compared to individual options

Climate Emergency	• 4 outcomes with associated indicators	Large adverse or High	Adverse or Medium/High	Neutral or Medium	Beneficial or Low/Medium	Large beneficial or Low
Economy	• 4 outcomes with associated indicators	Large adverse	Adverse	Neutral	Beneficial	Large beneficial
Environment	• 4 outcomes with associated indicators	Large adverse	Adverse	Neutral	Beneficial	Large beneficial
Society	• 4 outcomes with associated indicators	Large adverse	Adverse	Neutral	Beneficial	Large beneficial
Acceptability	• Stakeholder Reference Panel	Every element is supported by less than 30% of responses	Every element is supported by 30-49% responses	Every element is supported by 50-69% of responses	Every element is supported by 70-89% of responses	Every element is supported by over 90% of responses
	• 2020 Public Engagement	Package contains 0 out of the top 5 interventions in terms of public popularity	Package contains 1 out of the top 5 interventions in terms of public popularity	Package contains 2 out of the top 5 interventions in terms of public popularity	Package contains 3 out of the top 5 interventions in terms of public popularity	Package contains 4 or more of the top 5 interventions in terms of public popularity
Affordability	• Capital cost	Over £150 million	£100-149 million	£75-99 million	£50-75 million	£0-49 million
	• Revenue cost	Over £4 million	£3-3.9M	£2-2.9M	£1-1.9M	£0-0.9M
	• Council revenue streams	High risk	Medium-high risk	Medium risk	Medium-low risk	Low risk
	• Risk of cost increases	High risk	Medium-high risk	Medium risk	Medium-low risk	Low risk
	• Value for Money	Higher Cost, Lower Benefit	Medium Cost, Lower Benefit or Higher Cost, Medium Benefit	Lower Cost, Lower Benefit or Medium Cost, Medium Benefit or Higher Cost, Higher Benefit	Medium Cost, Higher Benefit or Lower Cost, Medium Benefit	Lower Cost, Higher Benefit
	• Likelihood of funding	There is little expectation to fund this type of package	Securing funding for this type of package would be difficult	Funding bodies occasionally fund this type of package	Funding bodies typically fund this type of package	Funding is readily available for the package
Deliverability	• Technical/practical feasibility	No examples in the UK of any element of the package	Most elements of the package have limited UK examples	Most elements of the package have been delivered elsewhere in the UK but with different characteristics to Hereford	Most elements of the package have been delivered elsewhere in the UK with similar characteristics to Hereford	Most elements of the package have been delivered previously in Hereford
	• Technological barriers	Very challenging	Relatively challenging	Not known	Relatively easy	Very easy
	• Legal powers	Includes very complex permissions and consents with limited chance of success and/or increased risk	Generally requires more complex permissions and consents with associated risks and lower chance of success	Generally requires permissions and consents with a degree of risk	Generally requires permissions and consents with a good chance of success within reasonable timescale	No additional permissions
	• Implementation timescale	Over 10 years	7-10 years	4-6 years	1-3 years	Less than 1 year

The next pages summarise the findings of the Package Assessment. There are two pages for each package. The first page shows a 'radar diagram' which illustrates the extent to which the outcomes are met. The second page provides more detail including information on acceptability, affordability and deliverability.

		Outcome
Climate Emergency	O1	The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target
	O2	The need to travel by private motor vehicle is reduced and travel distance is reduced
	O3	The amount of resources and energy used in the transport system is minimised
	O4	The transport system is flexible and adaptable to climate change and future needs
Economy	O5	Reliable and efficient movement of people and goods and provision of services
	O6	The transport system facilitates sustainable development
	O7	Transport supports a thriving local economy
	O8	A more resilient transport system
Environment	O9	A reduction in key air pollutants (nitrogen oxides and particulates) especially where people live
	O10	A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain
	O11	A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)
	O12	The transport system contributes to creating attractive and high quality places to live, work and visit
Society	O13	The transport system facilitates improved public health through more active lifestyles
	O14	All sectors of society have easy and affordable access to the services and facilities they need
	O15	The transport network is safe and secure for everyone to use confidently
	O16	The adverse impacts of transport on communities are reduced, including severance and noise

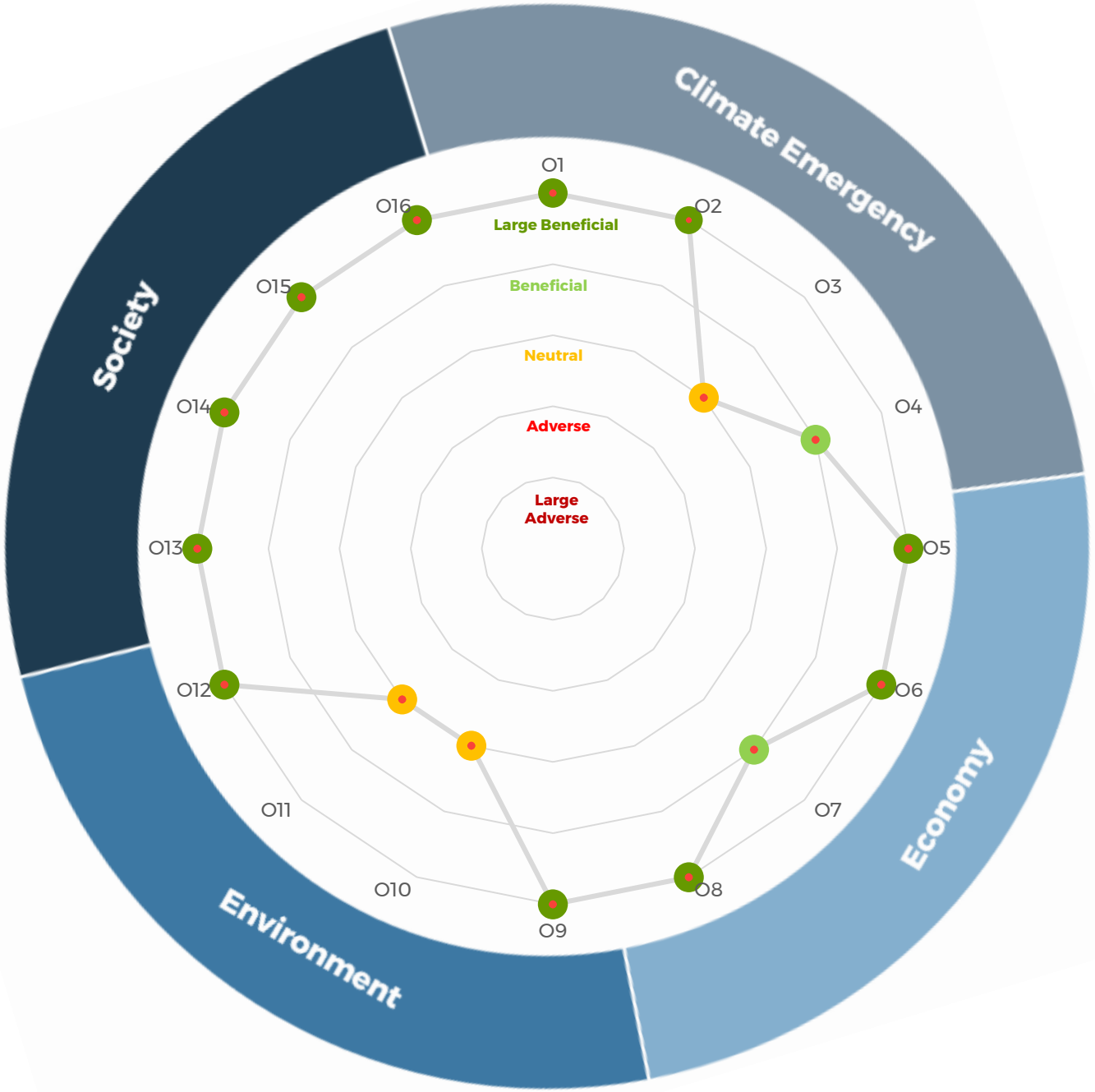


7. Package A (Focus on Walking and Cycling)

	Main impacts of Package A
Climate Emergency	• Forecast to result in a 10% reduction in tonnes of carbon.
	• Forecast to lead to a 9% reduction in kms travelled by private motor vehicles and a 9% reduction in car mode share for short-distance trips in the city.
	• Limited construction activities and therefore will result in a low/medium increase in embodied carbon.
	• Widens travel choice and provides better information on options available to travellers, both of which will help people respond to climate change impacts on the transport network.
Economy	• Forecast to reduce delay and congestion by 14% across the city, reduce journey times along key corridors by 3% and lead to a 4% reduction in bus trips.
	• Active travel infrastructure with supporting promotion and information will improve access to new developments in Hereford.
	• Forecast to reduce congestion levels in the City Centre by 7%.
	• Combines active travel infrastructure, promotion and information which work in combination to improve modal choice. These elements will also help to overcome the effects of incidents, maintenance and roadworks.
Environment	• Forecast to reduce traffic in the Air Quality Management Area by 8% and result in a 5% mode shift to less polluting modes.
	• Unlikely to have direct adverse impacts on the water environment and designated biodiversity sites.
	• Will lead to the creation of new and improved public spaces, paving and planting; however some parts of the city will be unaffected.
	• Contains measures intended to make residential areas more pleasant places to live, such as restricting through traffic on residential roads and introducing school streets. It will also provide a marked improvement in access to the city centre by sustainable travel modes and encourage footfall in the City Centre.
Society	• The cycling and walking infrastructure, promotion and information and shared mobility options will work together to enable people to be more active and encourage regular physical activity in children.
	• Focuses on the more affordable transport modes of cycling and walking which are accessible and available to many people in society, including those without access to a car. The package will provide some benefit to rural residents but most of the benefit will relate to shorter-distance trips in the city.
	• Will deliver safer road crossings, protected space for cycling, reduce vehicle speeds and traffic flows on residential streets, with beneficial reduction in collisions, accidents and levels of severance.
	• Forecast to reduce vehicle movements through the Noise Important Areas by 12%.
Acceptability	• The public supported safer routes to school and improved walking and cycling infrastructure. • They were not directly asked about promotional campaign, shared mobility solutions or mobility hubs.
Deliverability	• Package A will require a range of permissions and consents (e.g. certain Mobility Hubs) with some level of risk but with good chance of success. • Most elements of Package A have been delivered in places with similar characteristics to Hereford and use tried and tested technology. • Most elements of Package A could be delivered in 3 years; however some elements such as promotional campaigns and improved walking and cycling may take longer to be implemented.
Affordability	• The total capital cost of Package A is £57.4m. • The total revenue cost of Package A is £2.4m pa. • Package A has the highest value for money of all the assessed packages. • Funding bodies typically fund the options proposed in Package A. However, Shared Mobility Solutions and Mobility Hubs are more recent concepts and there is less clear evidence of funding bodies responding to these types of solutions in smaller cities such as Hereford.

7. Package A + B (Walking and Cycling, plus Bus)

		Outcome
Climate Emergency	O1	The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target
	O2	The need to travel by private motor vehicle is reduced and travel distance is reduced
	O3	The amount of resources and energy used in the transport system is minimised
	O4	The transport system is flexible and adaptable to climate change and future needs
Economy	O5	Reliable and efficient movement of people and goods and provision of services
	O6	The transport system facilitates sustainable development
	O7	Transport supports a thriving local economy
	O8	A more resilient transport system
Environment	O9	A reduction in key air pollutants (nitrogen oxides and particulates) especially where people live
	O10	A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain
	O11	A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)
	O12	The transport system contributes to creating attractive and high quality places to live, work and visit
Society	O13	The transport system facilitates improved public health through more active lifestyles
	O14	All sectors of society have easy and affordable access to the services and facilities they need
	O15	The transport network is safe and secure for everyone to use confidently
	O16	The adverse impacts of transport on communities are reduced, including severance and noise

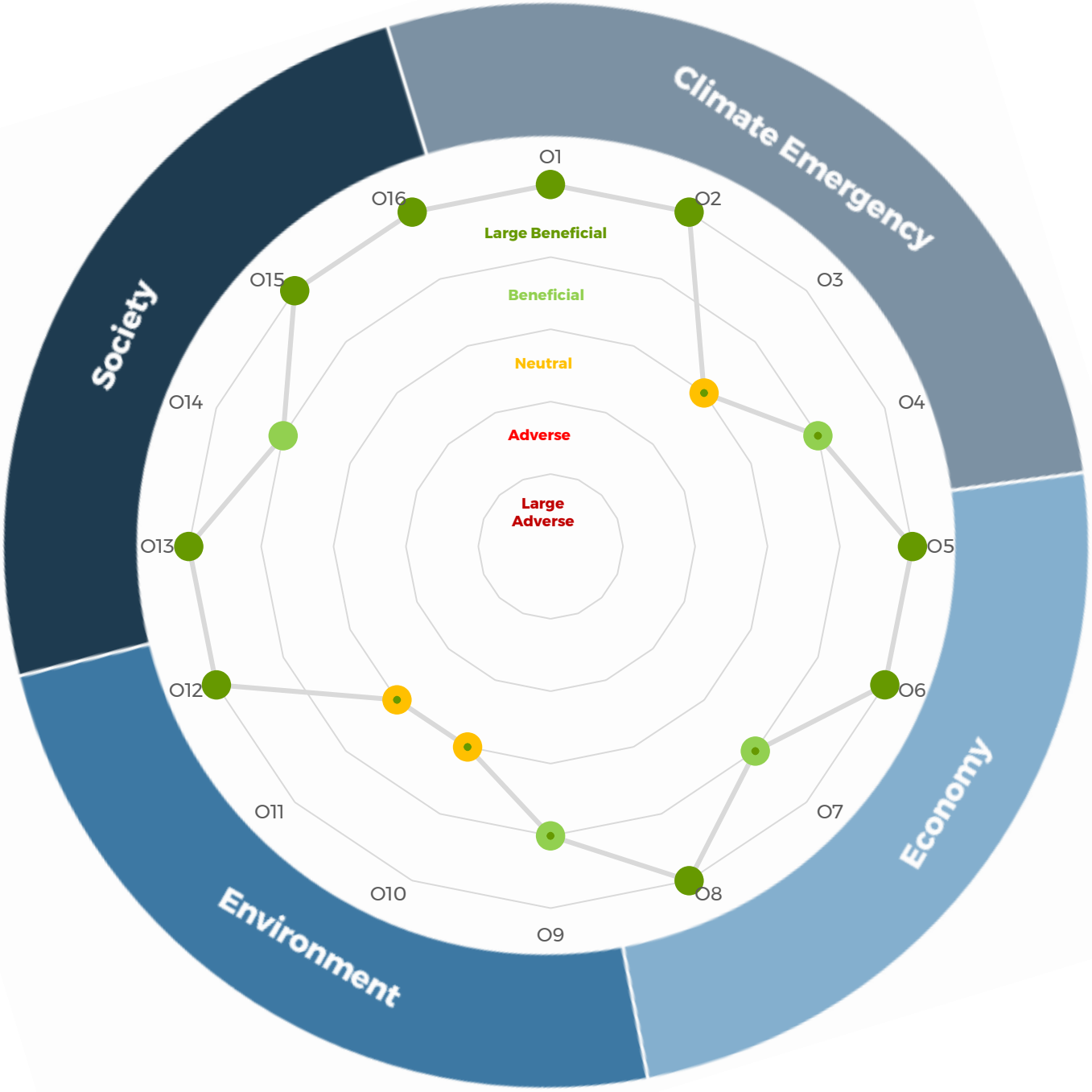


7. Package A + B (Walking and Cycling, plus Bus)

		Main impacts of Package A + B
Climate Emergency		• Forecast to result in a 10% reduction in tonnes of carbon.
		• Forecast to lead to a 9% reduction in kms travelled by private motor vehicles and a 15% reduction in car mode share for short-distance trips in the city.
		• Some additional construction works (e.g. bus priority) and therefore will result in a medium increase in embodied carbon.
		• Widens travel choice and provides better information on options available to travellers alongside flexible route choice from DRT buses.
Economy		• Forecast to reduce delay and congestion by 15% across the city, reduce journey times along key corridors by 2% and lead to a 19% increase in bus trips.
		• Support new development with additional active travel infrastructure, supporting promotion and information and new bus routes to serve these areas.
		• Forecast to reduce congestion levels in the City Centre by 7%.
		• The package emphasis is on active travel networks, promotion and information, which will help overcome the effects of incidents, maintenance and roadworks. These elements alongside improved bus services work in combination to improve modal choice.
Environment		• Forecast to reduce traffic in the Air Quality Management Area by 19% and result in a 5% mode shift to less polluting modes.
		• Transport infrastructure in this package is unlikely to have direct adverse impacts on the water environment and designated biodiversity sites.
		• Will lead to the creation of new and improved public spaces, paving and planting; however some parts of the city will be unaffected.
		• Contains measures intended to make residential areas more pleasant places to live, such as restricting through traffic on residential roads, introducing school streets and electric buses. It will also provide a marked improvement in access to the City Centre by sustainable travel modes and encourage footfall in the City Centre.
Society		• The cycling and walking infrastructure, promotion, information and shared mobility options will work together to enable people to be more active, including as part of a public transport journey, and encourage regular physical activity in children.
		• Focuses on the more affordable transport modes (cycling and walking) which are accessible/available to many people in society, including those without access to a car. Provides improved bus frequency to allow rural residents to easily transfer from other modes and the DRT will widen access to bus services for rural residents.
		• Will deliver safer road crossings, protected space for cycling, reduce vehicle speeds and traffic flows on residential streets, with beneficial reduction in collisions, accidents and levels of severance.
		• Forecast to reduce vehicle movements through the Noise Important Areas by 12%.
Acceptability		• The public supported investment in the bus network, safer routes to school and improved walking and cycling infrastructure. • They were not directly asked about promotional campaign, shared mobility solutions, bus priority, DRT, mobility hubs or improved school bus.
Deliverability		• There are limited examples where Local Authorities have gone substantially beyond their statutory responsibilities to fund travel to school by bus and there are few examples of where DRT services have operated consistently over time. • There are significant issues over how an Electric Hopper Bus could be introduced in Hereford due to the Bus Services Act (2017). Most other elements will require a range of permissions and consents with some level of risk but with a good chance of success in most cases. • Most elements of Package A + B use tried and tested technology. • Most elements of Package A + B could be delivered in 4 years; however some elements such as promotional campaigns, improved walking and cycling, bus infrastructure and the implementation of the Electric Hopper Bus may take longer.
Affordability		• The total capital cost of Package A + B is £75.9m • The total revenue cost of Package A + B is £5.9m pa. • Package A + B has a medium value for money relative to the other assessed packages. • Shared mobility solutions and mobility hubs are more recent concepts and there is less clear evidence of funding bodies responding to these types of solutions in smaller cities such as Hereford. There are also no known external funding sourced for widened entitlement to school transport.

7. Package A + B + C (Walking and Cycling, Bus and Demand Management)

		Outcome
Climate Emergency	O1	The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target
	O2	The need to travel by private motor vehicle is reduced and travel distance is reduced
	O3	The amount of resources and energy used in the transport system is minimised
	O4	The transport system is flexible and adaptable to climate change and future needs
Economy	O5	Reliable and efficient movement of people and goods and provision of services
	O6	The transport system facilitates sustainable development
	O7	Transport supports a thriving local economy
	O8	A more resilient transport system
Environment	O9	A reduction in key air pollutants (nitrogen oxides and particulates) especially where people live
	O10	A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain
	O11	A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)
	O12	The transport system contributes to creating attractive and high quality places to live, work and visit
Society	O13	The transport system facilitates improved public health through more active lifestyles
	O14	All sectors of society have easy and affordable access to the services and facilities they need
	O15	The transport network is safe and secure for everyone to use confidently
	O16	The adverse impacts of transport on communities are reduced, including severance and noise

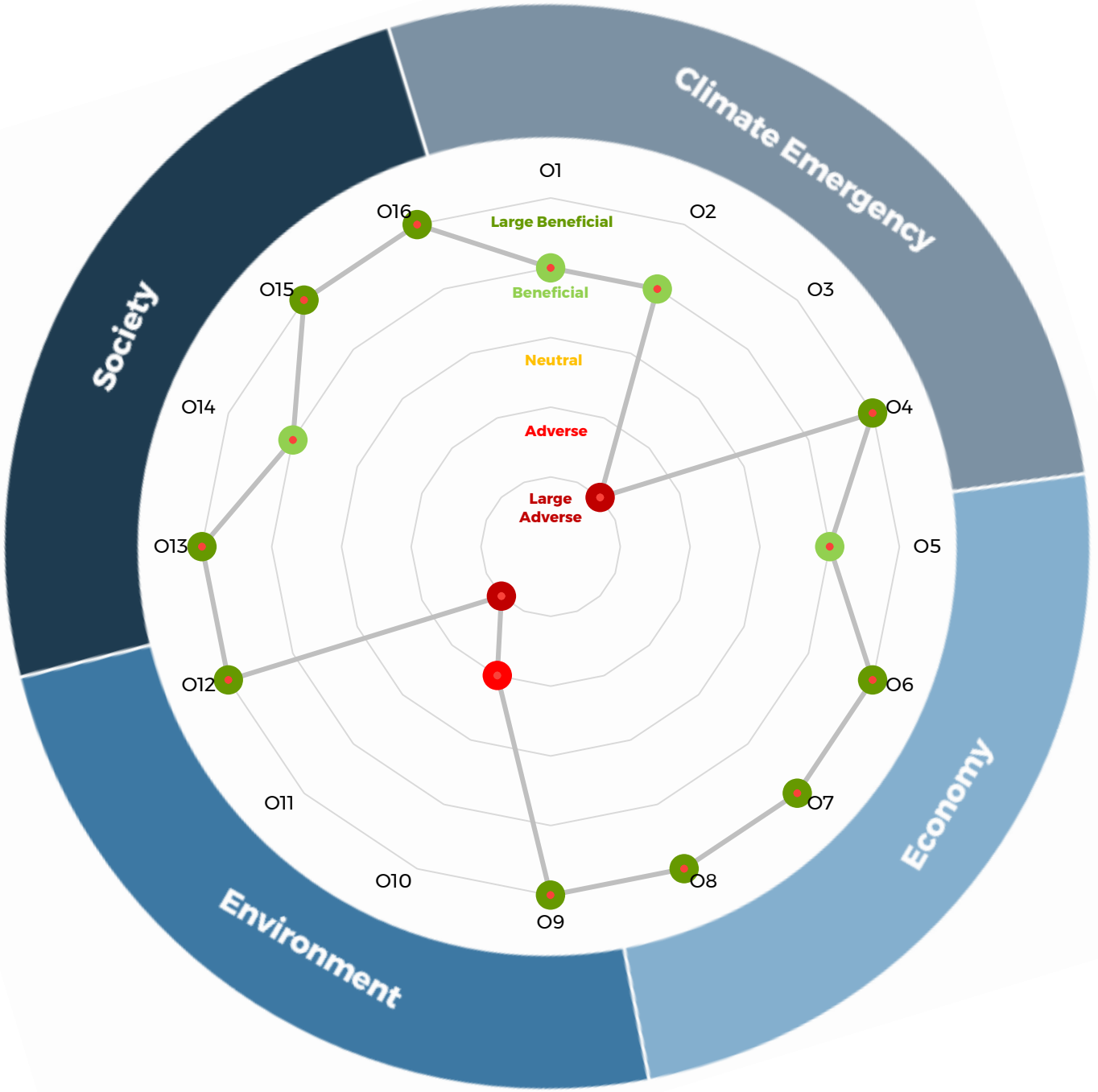


7. Package A + B + C (Walking and Cycling, Bus and Demand Management)

	Main impacts of Package A + B + C
Climate Emergency	• Forecast to result in a 10% reduction in tonnes of carbon.
	• Forecast to lead to a 9% reduction in kms travelled by private motor vehicles and a 17% reduction in car mode share for short-distance trips in the city.
	• Some additional works and therefore will result in a medium increase in embodied carbon.
	• Widens travel choice and provides better information on options available to travellers alongside flexible route choice from DRT buses.
Economy	• Forecast to reduce delay and congestion by 15% across the city, reduce journey times along key corridors by 4% and lead to a 20% increase in bus trips.
	• Support new development with additional sustainable transport (cycling, walking and bus) alongside promotion and information.
	• Forecast to reduce congestion levels in the City Centre by 8%.
	• Will widen route choice through improved active travel networks plus promotion and information. Some of the proposed ITS measures will also help to manage the impact of incidents, maintenance and roadworks. The elements work in combination to significantly improve modal choice.
Environment	• Forecast to reduce traffic in the Air Quality Management Area by 9% and result in a 6% mode shift to less polluting modes.
	• Transport infrastructure in this package is unlikely to have direct adverse impacts on the water environment and designated biodiversity sites.
	• Will lead to the creation of new and improved public spaces, paving and planting; however some parts of the city will be unaffected. The ITS measures might have some adverse impacts on the streetscape, but the overall effect is considered to be neutral.
	• Contains measures intended to make residential areas more pleasant places to live, such as restricting through traffic on residential roads, introducing school streets and electric buses. It will provide a marked improvement in access to the City Centre by sustainable travel modes and encourage footfall in the City Centre.
Society	• The cycling and walking infrastructure, promotion, information and shared mobility options will work together to enable people to be more active, including as part of a public transport journey, and encourage regular physical activity in children.
	• Focuses on the more affordable transport modes (cycling, walking and bus) which are accessible and available to many people in society, including those without access to a car. However, demand management will either reduce parking or place additional costs on vehicle travel for rural residents.
	• Will deliver safer road crossings, protected space for cycling, reduce vehicle speeds and traffic flows on residential streets, with beneficial reduction in collisions, accidents and levels of severance. It will encourage confidence in the reliability of bus travel.
	• Forecast to reduce vehicle movements through the Noise Important Areas by 12%.
Acceptability	• The public supported investment in the bus network, safer routes to school and improved walking and cycling infrastructure. • They were not directly asked about promotional campaign, shared mobility solutions, bus priority, DRT, mobility hubs, improved school bus or ITS.
Deliverability	• There are limited examples where Local Authorities have gone substantially beyond their statutory responsibilities to fund travel to school by bus and there are few examples of where DRT services have operated consistently over time. • There are significant issues over how an Electric Hopper Bus could be introduced in Hereford due to the Bus Services Act (2017) and the consents required and their chance of success would depend on which demand management measures are progressed and in what combination. Most other elements will require a range of permissions and consents with some level of risk but with a good chance of success in most cases. • Most elements of Package A + B + C use tried and tested technology. • Most elements of Package A + B + C could be delivered in 4 years; however some elements such as promotional campaigns, improved walking and cycling and bus infrastructure may take longer to be implemented. Finding a means to deliver the Electric Hopper Bus in accordance with the Bus Services Act is also likely to take some time as could the implementation of more restrictive demand management measures..
Affordability	• The total capital cost of Package A + B + C is £79.9m. • The total revenue cost of Package A + B + C is £5.5m pa. • Package A + B + C has a medium value for money relative to the other assessed packages. • Shared mobility solutions and mobility hubs are more recent concepts and there is less clear evidence of funding bodies responding to these types of solutions in smaller cities such as Hereford. There are also no known external funding sourced for widened entitlement to school transport.

7. Package A + C + D (Walking and Cycling, Demand Management and Western Bypass)

		Outcome
Climate Emergency	O1	The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target
	O2	The need to travel by private motor vehicle is reduced and travel distance is reduced
	O3	The amount of resources and energy used in the transport system is minimised
	O4	The transport system is flexible and adaptable to climate change and future needs
Economy	O5	Reliable and efficient movement of people and goods and provision of services
	O6	The transport system facilitates sustainable development
	O7	Transport supports a thriving local economy
	O8	A more resilient transport system
Environment	O9	A reduction in key air pollutants (nitrogen oxides and particulates) especially where people live
	O10	A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain
	O11	A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)
	O12	The transport system contributes to creating attractive and high quality places to live, work and visit
Society	O13	The transport system facilitates improved public health through more active lifestyles
	O14	All sectors of society have easy and affordable access to the services and facilities they need
	O15	The transport network is safe and secure for everyone to use confidently
	O16	The adverse impacts of transport on communities are reduced, including severance and noise



7. Package A + C + D (Walking and Cycling, Demand Management and Western Bypass)

	Main impacts of Package A + C + D
Climate Emergency	• Forecast to result in a 3% reduction in tonnes of carbon.
	• Forecast to lead to less than 2% increase in kms travelled by private motor vehicles and a 17% reduction in car mode share for short-distance trips in the city.
	• Anticipated to result in a high increase in embodied carbon, the largest impact coming from construction of the Western Bypass.
	• Widens travel choice and provides better information on options available to travellers, alongside an additional link across the river which will increase network resilience.
Economy	• Forecast to reduce delay and congestion by 29% across the city, reduce journey times along key corridors by 7% and lead to a 3% reduction in bus trips.
	• Active travel infrastructure with supporting promotion and information and a new bypass route will improve access to new developments in Hereford.
	• Forecast to reduce congestion levels in the City Centre by 19%.
	• The package will provide a second strategic road link across the river and ITS measures which will help to manage the impacts of incidents, maintenance and roadworks. It also combines active travel infrastructure, promotion and information which work in combination to improve modal choice.
Environment	• Forecast to reduce traffic in the Air Quality Management Area by 27% and result in a 5% mode shift to less polluting modes.
	• The Western Bypass will have adverse impacts on the ecological, chemical and hydromorphological quality of the River Wye, Yazor Brook, Withy Brook and Newton Brook. It will have adverse impacts on designated biodiversity sites with the Southern Link Road passing through Grafton Wood ancient woodland.
	• The Western Bypass will have significant impact on landscape and visual effects. It will have significant impacts on a number of designated (six Grade II and one Grade II*) listed buildings and non-designated heritage assets including below ground archaeological remains/earthworks, built heritage and landscaped parks.
	• Contains measures intended to make residential areas more pleasant places to live, such as restricting through traffic on residential roads and introducing school streets.
Society	• The active travel infrastructure and associated promotion and information reinforced by the demand management provide greater opportunity to make people more active by walking and cycling and enable people to cycle and walk as part of longer journeys made by public transport.
	• Provides affordable transport modes of travel, promotion and information and mobility hubs which will benefit many sectors of society, including those without access to a car. Mobility hubs would enable transfers to be made onto sustainable transport at key locations, benefiting rural residents.
	• Will deliver safer road crossings, protected space for cycling, reduce vehicle speeds and traffic flows on residential streets, with beneficial reduction in collisions, accidents and levels of severance.
	• The Western Bypass will reduce traffic flows on some cross city corridors and is forecast to reduce vehicle movements through the Noise Important Areas by 31%.
Acceptability	• The public supported increase in road capacity, safer routes to school and improved cycling and walking infrastructure. • They were not directly asked about promotional campaigns, shared mobility solutions, mobility hubs, bus priority, DRT, mobility hubs, improved school bus or ITS.
Deliverability	• Most elements of Package A + C + D will require a range of permissions and consents (e.g. certain mobility hubs) with some level of risk but with good chance of success. The Western Bypass will require DCO or planning permission and land acquisition or CPO. • Most elements of Package A + C + D have been delivered in places with similar characteristics to Hereford and use tried and tested technology • Most elements of Package A + C + D could be delivered in less than 4 years; however some elements such as promotional campaigns and improved walking and cycling may take longer to be implemented. The Western Bypass could take up to 10 years and would require further detailed design, approvals and construction to be delivered.
Affordability	• The total capital cost of Package A + C + D is £261.4m. • The total revenue cost of Package A + C + D is £2.1m pa. • Package A + C + D has the lowest value for money of all the assessed packages. • Funding bodies typically fund the options proposed in Package A + C + D. However, some elements are more challenging e.g. gaining agreed funding for the Western Bypass is likely to depend on gaining Central Government approval

7. Package A + C + E (Walking and Cycling, Demand Management and Eastern Link)

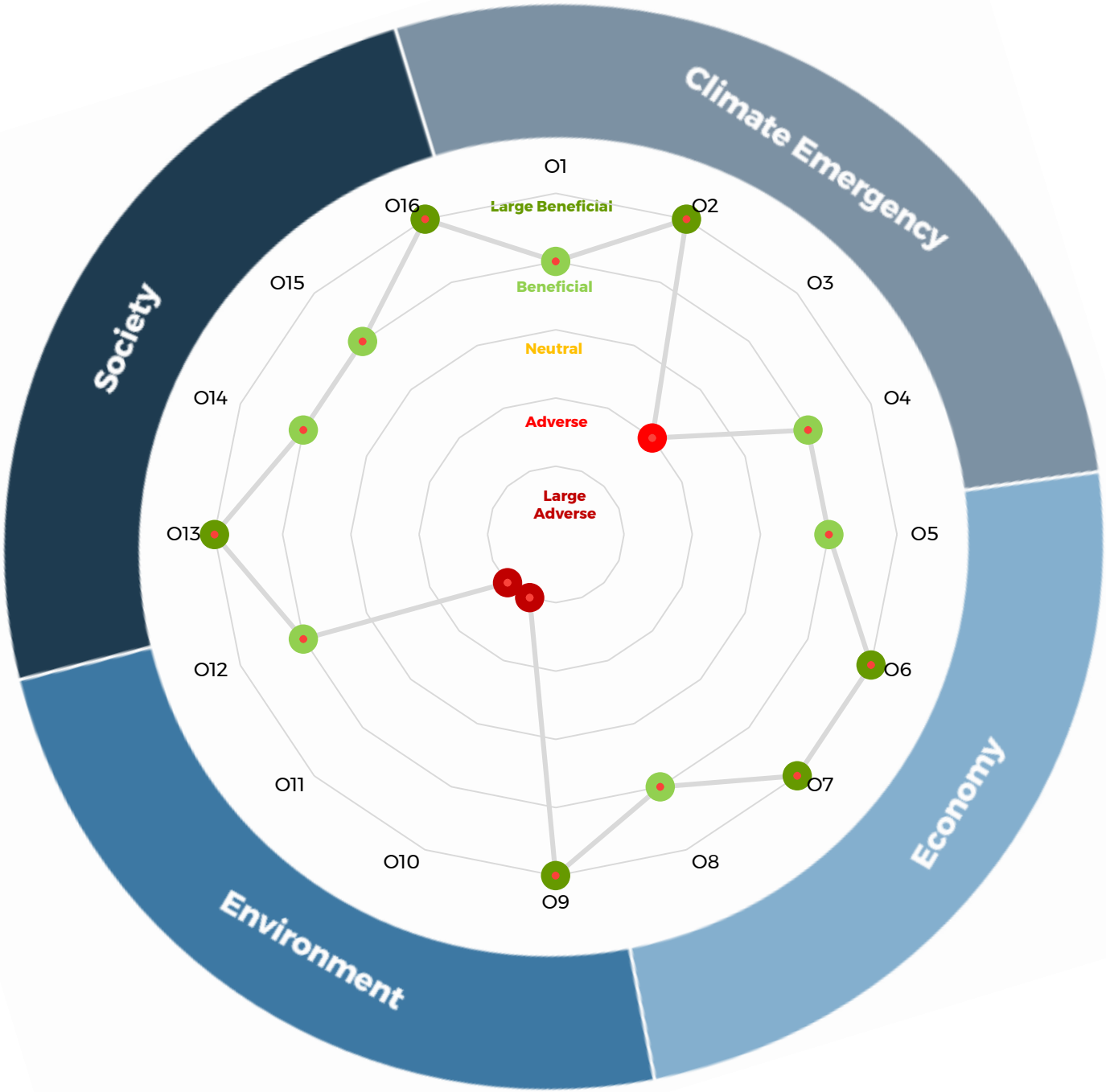
		Outcome
Climate Emergency	O1	The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target
	O2	The need to travel by private motor vehicle is reduced and travel distance is reduced
	O3	The amount of resources and energy used in the transport system is minimised
	O4	The transport system is flexible and adaptable to climate change and future needs
Economy	O5	Reliable and efficient movement of people and goods and provision of services
	O6	The transport system facilitates sustainable development
	O7	Transport supports a thriving local economy
	O8	A more resilient transport system
Environment	O9	A reduction in key air pollutants (nitrogen oxides and particulates) especially where people live
	O10	A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain
	O11	A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)
	O12	The transport system contributes to creating attractive and high quality places to live, work and visit
Society	O13	The transport system facilitates improved public health through more active lifestyles
	O14	All sectors of society have easy and affordable access to the services and facilities they need
	O15	The transport network is safe and secure for everyone to use confidently
	O16	The adverse impacts of transport on communities are reduced, including severance and noise

7. Package A + C + E (Walking and Cycling, Demand Management and Eastern Link)

	Main impacts of A + C + E
Climate Emergency	• Forecast to result in a 8% reduction in tonnes of carbon.
	• Forecast to lead to 5% reduction in kms travelled by private motor vehicles and a 16% reduction in car mode share for short-distance trips in the city.
	• Anticipated to result in a high increase in embodied carbon, the largest impact coming from construction of the Eastern Link.
	• Widens travel choice and provides better information on options available to travellers, alongside an additional link across the river which will increase network resilience.
Economy	• Forecast to reduce delay and congestion by 23% across the city, reduce journey times along key corridors by 6% and lead to a 3% reduction in bus trips
	• Active travel infrastructure with supporting promotion and information and a new bypass route will improve access to new developments in Hereford.
	• Forecast to reduce congestion levels in the City Centre by 18%.
	• The package will provide a new river crossing and ITS measures which will help to manage the impacts of incidents, maintenance and roadworks. It also combines active travel infrastructure, promotion and information which work in combination to improve modal choice.
Environment	• Forecast to reduce traffic in the Air Quality Management Area by 21% and result in a 5% mode shift to less polluting modes.
	• The Eastern Link will cross over a large area of the River Wye floodplain and is likely to have an adverse impact with flood relief measures required. There are likely to be complex hydrological relationships existing between the River Wye SAC, the River Lugg, Lugg and Hampton Meadows SSSI, Lugg Rhea and the wider floodplain. It is likely to have significant adverse impacts on the designated features of River Wye SAC, River Lugg SSSI and the Lugg and Hampton Meadows SSSI.
	• The Eastern Link will have significant impact on landscape and visual effects, with new infrastructure in greenfield locations. It will cross part of one scheduled monument (Rotherwas House and Chapel) and close to another (Tupsley Ring Ditches) and pass close to listed buildings (two Grade II and one Grade II*).
	• Will make residential areas more pleasant places to live, such as restricting through traffic on residential roads and introducing school streets. However, the Eastern Link will lead to an increase in traffic flow in some residential areas within north-east Hereford and further east (Lugwardine and Bartestree).
Society	• The active travel infrastructure and associated promotion and information reinforced by the demand management provide greater opportunity to make people more active by walking and cycling and enable people to cycle and walk as part of longer journeys made by public transport.
	• Provides affordable transport modes of travel, promotion and information and mobility hubs which will benefit many sectors of society, including those without access to a car. Mobility hubs will enable transfers to be made onto sustainable transport at key locations, benefiting rural residents.
	• Will deliver safer road crossings, protected space for cycling, reduce vehicle speeds and traffic flows on residential streets, with beneficial reduction in accidents.
	• The Eastern Link will reduce traffic flows on some cross city corridors with a beneficial reduction on severance. It is forecast to reduce vehicle movements through the Noise Important Areas by 21%.
Acceptability	• The public supported Increase in road capacity, safer routes to school and improved cycling and walking infrastructure. • They were not directly asked about promotional campaign, shared mobility solutions, mobility hubs, bus priority, DRT, mobility hubs, improved school bus or ITS
Deliverability	• Most elements of Package A + C + E will require a range of permissions and consents (e.g. certain mobility hubs) with some level of risk but with good chance of success. The Eastern Link will require DCO or planning permission and land acquisition or CPO. • Most elements of Package A + C + E have been delivered in places with similar characteristics to Hereford and use tried and tested technology • Most elements of Package A + C + E could be delivered in less than 4 years; however some elements such as promotional campaigns and improved walking and cycling may take longer to be implemented. The Eastern Link could take up to 10 years and would require detailed design, approvals and construction to be delivered.
Affordability	• The total capital cost of Package A + C + E is £126.4m. • The total revenue cost of Package A + C + E is £2.0m pa. • Package A + C + E has a medium value for money relative to the other assessed packages. • Funding bodies typically fund the options proposed in Package A + C + E. However, some elements are more challenging e.g. gaining agreed funding for the Eastern Link is likely to depend on gaining Central Government or LEP approval

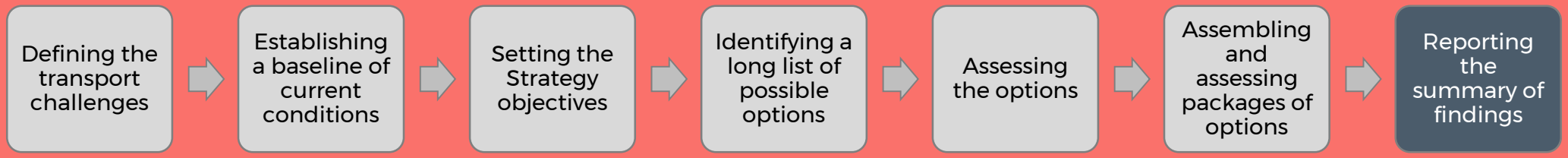
7. Package A + C + F (Walking and Cycling, Demand Management and Eastern River Crossing)

		Outcome
Climate Emergency	O1	The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target
	O2	The need to travel by private motor vehicle is reduced and travel distance is reduced
	O3	The amount of resources and energy used in the transport system is minimised
	O4	The transport system is flexible and adaptable to climate change and future needs
Economy	O5	Reliable and efficient movement of people and goods and provision of services
	O6	The transport system facilitates sustainable development
	O7	Transport supports a thriving local economy
	O8	A more resilient transport system
Environment	O9	A reduction in key air pollutants (nitrogen oxides and particulates) especially where people live
	O10	A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain
	O11	A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)
	O12	The transport system contributes to creating attractive and high quality places to live, work and visit
Society	O13	The transport system facilitates improved public health through more active lifestyles
	O14	All sectors of society have easy and affordable access to the services and facilities they need
	O15	The transport network is safe and secure for everyone to use confidently
	O16	The adverse impacts of transport on communities are reduced, including severance and noise



7. Package A + C + F (Walking and Cycling, Demand Management and Eastern River Crossing)

	Main impacts of A+C+F
Climate Emergency	• Forecast to result in a 9% reduction in tonnes of carbon.
	• Forecast to lead to 7% reduction in kms travelled by private motor vehicles and a 16% reduction in car mode share for short-distance trips in the city.
	• Anticipated to result in a medium/high increase in embodied carbon, the largest impact coming from construction of the Eastern River Crossing.
	• Widens travel choice and provides better information on options available to travellers, alongside an additional link across the river which will increase network resilience.
Economy	• Forecast to reduce delay and congestion by 23% across the city, reduce journey times along key corridors by 5% and lead to a 3% reduction in bus trips
	• Active travel infrastructure with supporting promotion and information and a new bypass route will improve access to new developments in Hereford.
	• Forecast to reduce congestion levels in the City Centre by 15%.
	• The package will provide a new river crossing and ITS measures which will help to manage the impacts of incidents, maintenance and roadworks. It combines active travel infrastructure, promotion and information which work in combination to improve modal choice.
Environment	• Forecast to reduce traffic in the Air Quality Management Area by 19% and result in a 5% mode shift to less polluting modes.
	• The Eastern River Crossing will cross over a large area of the River Wye floodplain and is likely to have an adverse impact with flood relief measures required. There are likely to be complex hydrological relationships existing between the River Wye SAC, the River Lugg, Lugg and Hampton Meadows SSSI, Lugg Rhea and the wider floodplain. It is likely to have significant adverse impacts on the designated features of River Wye SAC.
	• The Eastern River Crossing will have significant impact on landscape and visual effects, with new infrastructure in greenfield locations. It will cross part of one scheduled monument (Rotherwas House and Chapel) and pass close to listed buildings (two Grade II and one Grade II*), affecting the integrity of sites.
	• Contains measures intended to make residential areas more pleasant places to live, such as restricting through traffic on residential roads and introducing school streets. However, the Eastern River Crossing will lead to an increase in traffic flow in some residential areas within east Hereford between the Hampton Park Road and Ledbury Road.
Society	• The active travel infrastructure and associated promotion and information reinforced by the demand management provide greater opportunity to make people more active by walking and cycling and enable people to cycle and walk as part of longer journeys made by public transport
	• Provides affordable transport modes of travel, promotion and information and mobility hubs which will benefit many sectors of society, including those without access to a car. Mobility hubs will enable transfers to be made onto sustainable transport at key locations, benefiting rural residents.
	• Will deliver safer road crossings, protected space for cycling, reduce vehicle speeds and traffic flows on residential streets, with beneficial reduction in accidents
	• The Eastern River Crossing will reduce traffic flows on some cross city corridors with a beneficial reduction on severance and is forecast to reduce vehicle movements through the Noise Important Areas by 19%.
Acceptability	• The public supported increase in road capacity, safer routes to school and improved cycling and walking infrastructure. • They were not directly asked about promotional campaign, shared mobility solutions, mobility hubs, bus priority, DRT, mobility hubs, improved school bus or ITS.
Deliverability	• Most elements of Package A + C + F will require a range of permissions and consents (e.g. certain mobility hubs) with some level of risk but with good chance of success. The Eastern River Crossing will require DCO or planning permission and land acquisition or CPO. • Most elements of Package A + C + F have been delivered in places with similar characteristics to Hereford and use tried and tested technology. • Most elements of Package A + C + F could be delivered in less than 4 years; however some elements such as promotional campaigns and improved walking and cycling may take longer to be implemented. The Eastern River Crossing could take up to 10 years and would require detailed design, approvals and construction to be delivered.
Affordability	• The total capital cost of Package A + C + F is £113.4m. • The total revenue cost of Package A + C + F is £2.1m pa. • Package A + C + F has a medium value for money relative to the other assessed packages. • Funding bodies typically fund the options proposed in Package A + C + F. However, some elements are more challenging e.g. gaining agreed funding for the Eastern River Crossing is likely to depend on gaining Central Government or LEP approval.



Chapter 8
Reporting the summary of findings

The final step in the transport strategy review was to report the findings of the package assessment.

This chapter summarises the key similarities and differences of the packages, and in similarity to Chapter 7, uses radar diagrams to compare their relative performance against the strategy outcomes on one page. Commentary is provided on acceptability, deliverability and affordability considerations plus working with other organisations to implement the strategy. The chapter concludes by describing the level of uncertainty in the study and advising on how best to make use of the study outputs in developing a transport strategy for Hereford.

8. Package Comparison

Whilst there are some similarities between the six packages in terms of how they perform against the study objectives, there are also some key differences as set out below. This information is intended to assist Herefordshire Council in its deliberations on how best to refresh the Transport Strategy for Hereford.

Similarities

Most of the 'society' benefits are generated by Package A (focussed on walking and cycling). Since this is common to all six packages, there is very little variation in how the different packages perform against the society outcomes.

Differences

There are some key differences in how the packages perform against the Climate Emergency, Economy and Environmental outcomes, as well as in their cost, value for money and deliverability.

Public Acceptability

From the public responses at the start of the study, it is evident that all packages will have their supporters and detractors. Whilst most people will support the elements of Packages A and A + B (primarily focused on walking and cycling and travel by bus), there will almost certainly be divided opinion over the relative merits of demand management or any of the road schemes.

8. Package Comparison

Package A (Focus on Walking and Cycling)

- Scores well across a wide range of indicators, with 'beneficial' or 'large beneficial' being achieved across 14 of the 16
- It leads to a significant reduction in carbon emissions and has the lowest embodied carbon of all six packages
- It leads to a significant reduction in congestion across the city and a moderate reduction in city centre congestion
- As the package is not focused on major new infrastructure, it has negligible impact on the environmental indicators
- It scores particularly highly in meeting 'society needs', including making people more active and reducing vehicle speeds in residential areas
- However, it leads to a small reduction in bus patronage (due to some people diverting from bus to walk or cycle)
- It has the lowest cost of the six packages at £57m and revenue costs of £2m pa
- It has the highest Value for Money of all six packages
- It is relatively straight forward to implement and most elements could be introduced within 3 years

Package A + B (Walking and Cycling, plus Bus)

- Also scores well across a wide range of indicators, with the additional benefit of leading to a significant increase in bus patronage
- The performance across most other indicators is very similar to Package A although it performs slightly more strongly across some by improving modal choice and meeting the needs of more sections of society
- It is more expensive than Package A at £ 76m and has a significantly higher annual revenue cost at £6m pa to support the extended school bus service and Electric hopper bus network
- It provides medium Value for Money
- There is a significant challenge in that introducing the electric hopper bus will be difficult given current legislation
- Most elements could be introduced within 4 years although overcoming the bus legislation issues could take longer

Package A + B + C (Walking and Cycling, Bus and Demand Management)

- Is very similar to Package A+B across most indicators, albeit with a marginal improvement in some congestion and journey time indicators
- It has a capital cost of £80m and a similar revenue cost at £6m pa, also providing a medium Value for Money
- The challenges in implementing the Electric hopper bus given existing legislation are the same
- The complexities (and public resistance) to demand management measures will depend upon the detailed measures proposed but this could be significant
- Most elements could be introduced within 4 years although overcoming the bus legislation issues could take longer, as could implementing more restrictive demand management interventions

8. Package Comparison

Package A + C + D (Walking and Cycling, Demand Management and Western Bypass)

- Only provides a small reduction in carbon emissions and has the highest level of embodied carbon across all six packages (due to the Western Bypass)
- Provides the greatest reduction in congestion across the city and within the city centre than the other packages
- Provides additional network resilience with a second strategic link over the River Wye
- It has a large adverse impact on the environment, particularly landscape and heritage
- It still scores well against the society indicators, due mainly to the influence of the walking and cycling measures
- It has the highest capital cost of all six packages at £261m, although the annual revenue costs are lower than packages A+B and A+B+C at £2m pa
- It provides the lowest Value for Money across all six packages
- The Western Bypass would require Central Government funding and possibly a Development Consent Order for construction to proceed
- Whilst most elements of the package could be implemented within 4 years, the Western Bypass could take up to 10 years to be designed, funded and constructed

Package A + C + E (Walking and Cycling, Demand Management and Eastern Link)

- It provides a smaller reduction in carbon emissions than the non-road packages but more than Package A+C+D. It also has a lower embodied carbon than Package A+C+D
- Provides less congestion relief than Package A+C+D but more than the non-road packages
- Provides additional network resilience with second link over the River Wye
- It also has a large adverse impact on the environment, not only landscape and heritage but also the water environment
- It will increase traffic flows though some residential areas to the east of the city
- It continues to score well against the society indicators due mainly to the walking and cycling measures
- It has a significant capital cost of £126m and provides a medium Value for Money. The revenue costs are similar to Package A+C+D at £2m pa
- The Eastern Link would similarly require Government funding and possibly a Development Consent Order to proceed
- Whilst most elements of the package could be implemented within 4 years, the Eastern Link could take up to 10 years to be designed, funded and constructed

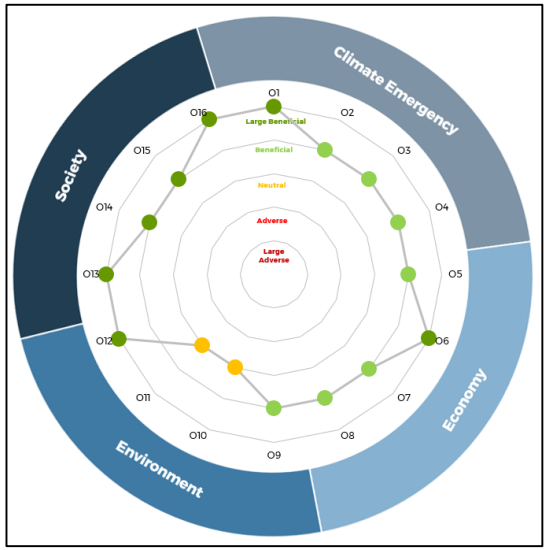
Package A + C + F (Walking and Cycling, Demand Management and Eastern River Crossing)

- Is very similar to Package A+C+E across many indicators, with a moderate reduction in carbon emissions, but generally provides slightly less congestion relief
- Provides additional network resilience with second link over the River Wye
- It also has a large adverse impact on the environment due to landscape, heritage and water environment
- It will also increase traffic flows through some residential areas to the east of the city (although different areas to Package A+C+E)
- It continues to score well against the society indicators due mainly to the walking and cycling measures
- It has a significant cost of £113m and provides a medium Value for Money. The revenue costs remain at £2m pa
- The Eastern River Crossing would similarly require government funding and possibly a Development Consent Order to proceed
- Whilst most elements of the package could be implemented within 4 years, the Eastern River Crossing could take up to 10 years to be designed, funded and constructed

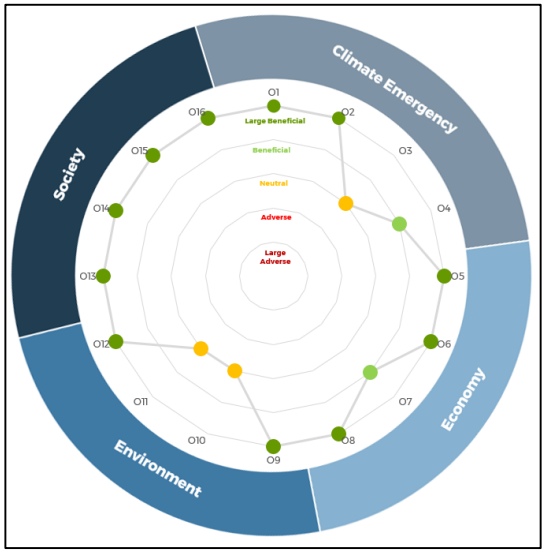
8. Package Comparison

For comparison purposes all six radar diagrams are shown below and the following page shows how all six packages compare against acceptability, deliverability and affordability.

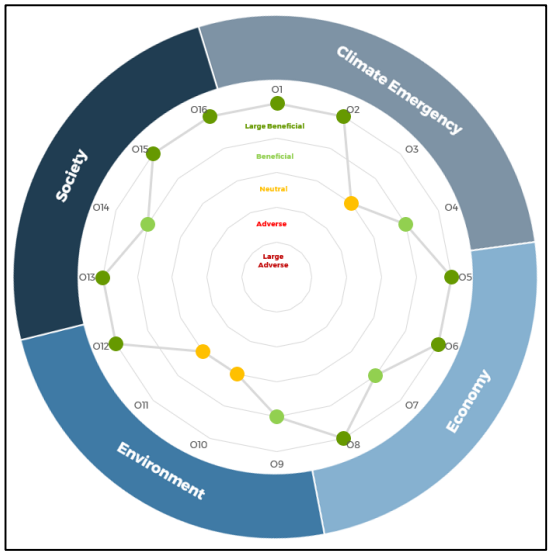
Package A



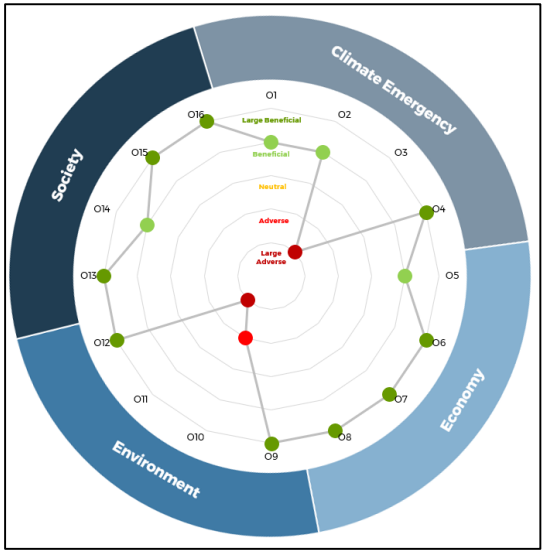
Package A + B



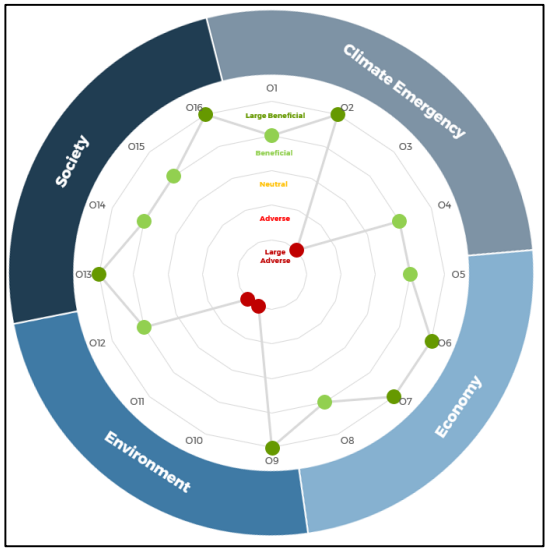
Package A + B + C



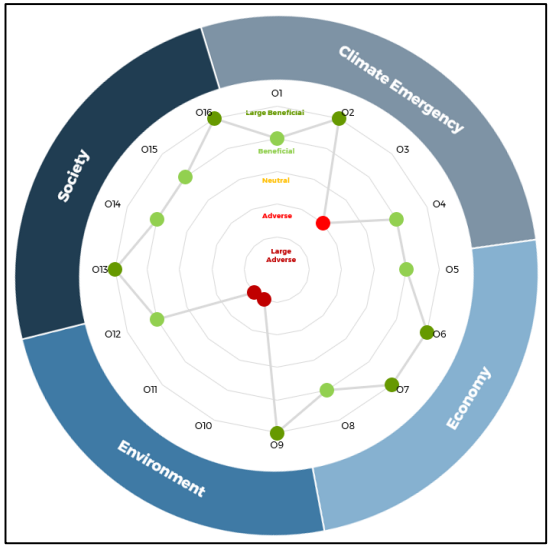
Package A + C + D



Package A + C + E



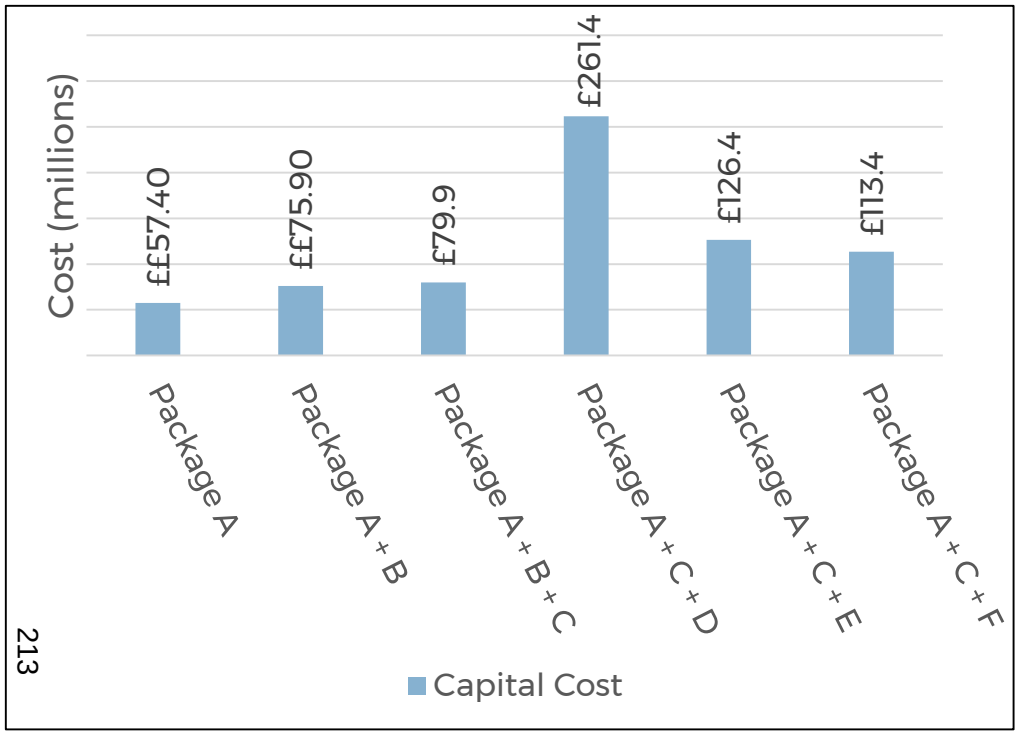
Package A + C + F



8. Package Comparison – Acceptability and Deliverability

	Package A	Package A + B	Package A + B + C	Package A + C + D	Package A + C + E	Package A + C + F
Acceptability	• The public supported safer routes to school and improved walking and cycling infrastructure	• The public supported investment in the bus network, safer routes to school and improved walking and cycling infrastructure	• The public supported investment in the bus network, safer routes to school and improved walking and cycling infrastructure	• The public supported increase in road capacity, safer routes to school and improved cycling and walking infrastructure	• The public supported Increase in road capacity, safer routes to school and improved cycling and walking infrastructure	• The public supported increase in road capacity, safer routes to school and improved cycling and walking infrastructure
Deliverability	• Requires a range of permissions and consents but with good chance of success • Most elements have been delivered in places with similar characteristics to Hereford and use tried and tested technology • Most elements could be delivered in 3 years	• Limited examples where Local Authorities have gone substantially beyond their statutory responsibilities to fund travel to school by bus and there are few examples of where DRT services have operated consistently over time • Significant issues over how an Electric hopper bus could be introduced in Hereford due to the Bus Services Act (2017) • Most elements could be delivered in 4 years	• Limited examples where Local Authorities have gone substantially beyond their statutory responsibilities to fund travel to school by bus and there are few examples of where DRT services have operated consistently over time • Significant issues over how an Electric hopper bus could be introduced in Hereford due to the Bus Services Act (2017) • Most elements could be delivered in 4 years; but some elements of the demand management could take longer	• The Western Bypass will require DCO or planning permission with land acquisition and CPO • Most elements have been delivered in places with similar characteristics to Hereford and use tried and tested technology • Most elements could be delivered in less than 4 years but the Western Bypass could take up to 10 years and would require further detailed design, approvals and construction to be delivered	• The Eastern Link will require DCO or planning permission with land acquisition and CPO • Most elements have been delivered in places with similar characteristics to Hereford and use tried and tested technology • Most elements of could be delivered in less than 4 years but the Eastern Link could take up to 10 years and would require detailed design, approvals and construction to be delivered	• The Eastern River Crossing will require DCO or planning permission with land acquisition and CPO • Most elements have been delivered in places with similar characteristics to Hereford and use tried and tested technology • Most elements could be delivered in less than 4 years but the Eastern River Crossing could take up to 10 years and would require detailed design, approvals and construction to be delivered

8. Package Comparison - Affordability



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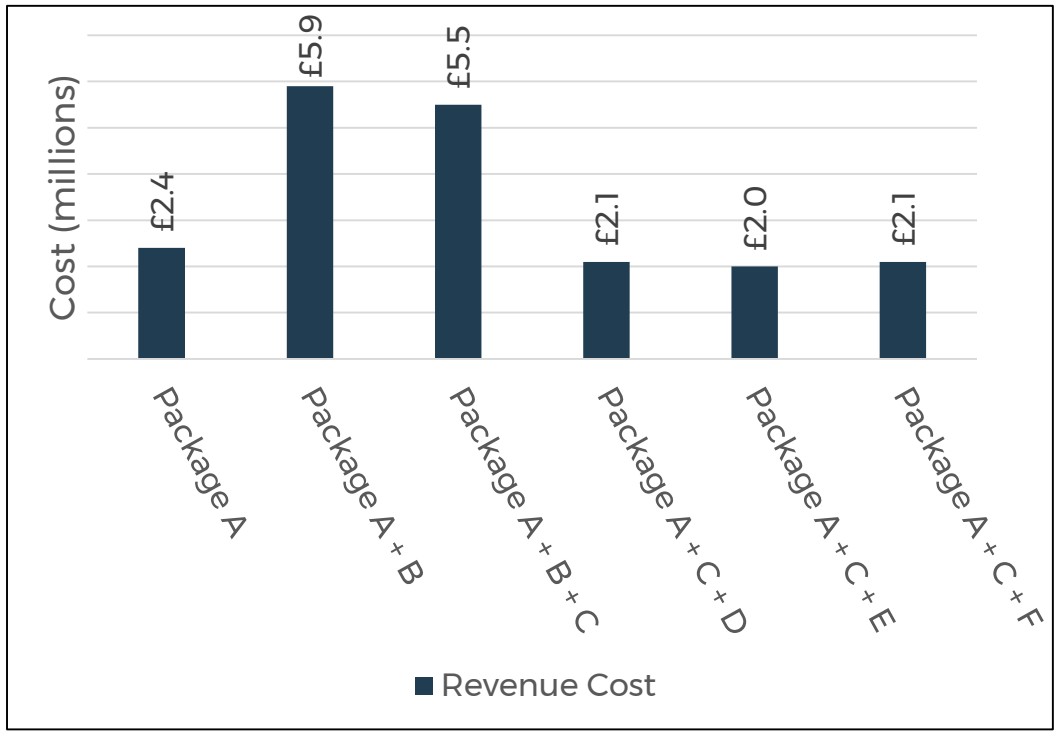
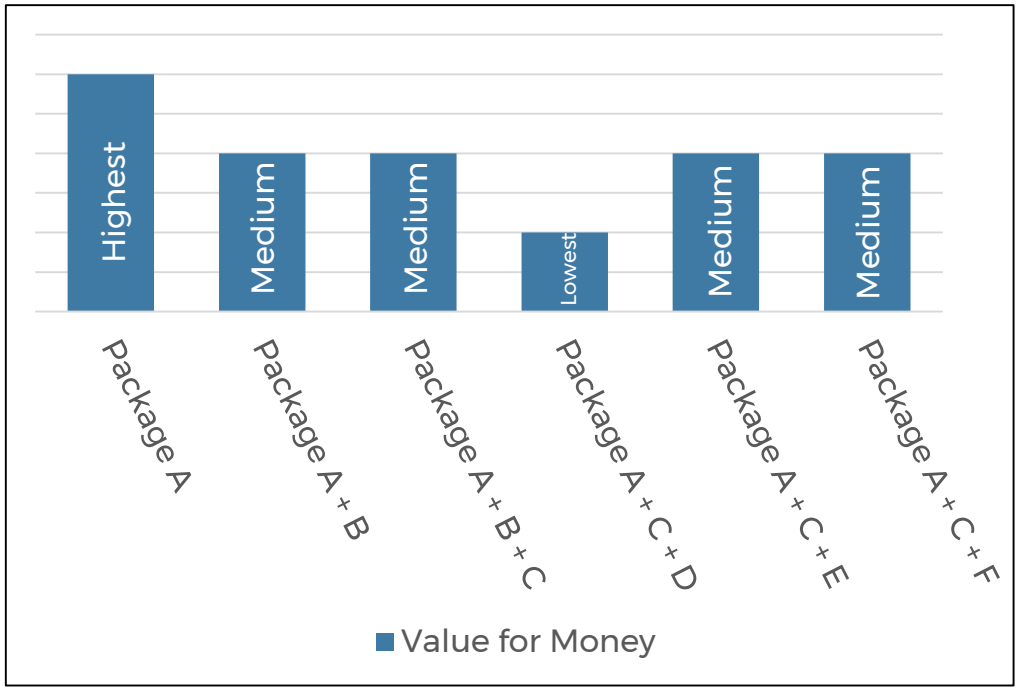




	Funding	
Package A		Funding bodies typically fund this type of package
Package A + B		No known external funding source for widened entitlement to school transport
Package A + B + C		No known external funding source for widened entitlement to school transport
Package A + C + D		Very high cost and funding for the Western Bypass is likely to depend on gaining Central Government approval
Package A + C + E		Gaining funding for the Eastern Link is likely to depend on gaining Central Government or LEP approval
Package A + C + F		Gaining funding for the Eastern River Crossing is likely to depend on gaining Central Government or LEP approval

8. Comparison of packages against the study objectives

This page highlights the key differences between packages for each of the four objective themes:

- Climate Emergency: *Reducing carbon emissions from the transport sector to meet the 2030 target of zero emissions*
    - Packages A, A + B and A + B + C are likely to achieve the greatest reduction in tonnes of carbon and distance travelled by motor vehicle. Packages which contain proposed new road links are likely to have the greatest adverse impacts in terms of embodied carbon, generated by the construction of major new transport infrastructure.

- Economy: *Creating a resilient transport system which allows reliable and efficient movement of people and goods and which supports sustainable development and a thriving local economy*
    - The package which includes the western bypass (A + C + D) is forecast to provide greatest congestion relief to the city and greatest resilience for the transport network, with a new strategic link over the River Wye. The eastern link and eastern river crossing would also provide significant congestion relief and increase resilience. The other packages (A, A + B, A + B + C) also provide congestion relief but limited improved resilience due to the absence of a new road link.

- Environment: *Reducing air pollutants to create attractive and high quality places to live, work and visit whilst also protecting, conserving and enhancing the natural environment and Herefordshire's built environment*
    - Packages which contain proposed new road links will have an adverse impact on various environmental factors (landscape, heritage and water environment). Those packages without a road scheme (A, A + B, A + B + C) are likely to have negligible adverse impacts due to the absence of any major new road infrastructure.

- Society: *Providing an affordable, safe and secure transport system for all sectors of society which facilitates improved public health and has limited adverse impacts on communities.*
    - Each package performs well against social indicators and most of the benefits are likely to be generated by the package focussed on walking and cycling (package A). The package which combines measures for cycling, walking and bus travel (A + B) is assessed as having the greatest benefits across each social indicator. The benefits of elements which enable greater levels of sustainable travel would be dampened in packages which also include road links (A + C + D, A + C + E, A + C + F) although they would be reinforced by the demand management measures.

8. Working with other organisations

Background

Whilst Herefordshire Council is the primary organisation for progressing all the options assessed in this study, it will need to work in conjunction with several other organisations to implement them successfully. These include:

- Highways England for any of the new road schemes and/or other measures affecting the A49;
- The Department for Transport, the Ministry of Housing, Communities and Local Government and the Marches LEP for funding opportunities;
- Bus operators for any new services within Hereford;
- As well as the local communities within Hereford (residents and businesses) to ensure that any proposals have overall community support.

Trunk Road Issues

Working with Highways England will also be important in delivering the adopted Core Strategy for Herefordshire. The existing Transport Strategy for the city is based upon the Western Bypass being implemented by 2027 in order to provide additional road capacity to allow the Core Strategy to be fully implemented. Any decision not to pursue the Western Bypass will require further discussion with Highways England to confirm the extent of development which they would support, mindful of its impact on the A49.

Work carried out as part of this study shows that the existing A49 peak hour journey times through Hereford have not changed greatly since the Core Strategy discussions with Highways England. Previously Highways England was prepared to accept some worsening of journey times on the A49 but not prepared to accept the 35% increases in peak hour journey times predicted for 2027. Undertaking a similar assessment for this study, the peak hour journey times for 2026 along the same sections of A49 are predicted to worsen by only 4% with Package A in place, with other packages providing lower journey times still further. As such, this gives confidence that the Core Strategy can continue to be delivered beyond 2026 without serious detrimental impact on the A49.

All packages are likely to require improvements on the A49 Corridor and hence Herefordshire Council will need to work closely with Highways England to develop schemes.

The long term effects of Covid-19 on travel behaviour

The Covid-19 pandemic profoundly changed people's lifestyles and travel behaviour, with Government guidance to stay at home, only make essential journeys and work from home wherever possible. At the height of the lockdown in April 2020 national road traffic levels fell to 35% of the equivalent period in 2019 and bus and rail patronage fell to 5% of the equivalent week (link). Weekday cycling levels were 60% higher than the previous year and weekend cycling levels were twice as high.

It is not yet clear what the longer-term implications of the enforced behaviour change will be. National data for the end of September 2020 indicated that weekday car traffic had returned to some 90% of 2019 levels and weekend car traffic was close to 2019 levels, whilst public transport remained at less than half of the previous year's patronage. Higher levels of home working are expected to remain but it is less clear what other travel trends may occur.

The package assessment described in this report was carried out on the implicit assumption that pre-Covid travel behaviours would return by 2026. As a sensitivity test to the main assessment, and to judge the impacts of possible long-term lower post-Covid-19 traffic levels, the transport model was used to test a scenario of 20% less peak hour travel demand on the 2026 Do Minimum and Package A scenarios.

The headline results were as follows:

- In terms of congestion and journey times, the 'Covid-19 reduced travel scenario' for the 2026 Do Minimum is broadly equivalent to the effects of Packages A + C + D, A + C + E and A + C + F (i.e. those containing the road schemes), and
- The addition of Package A to the 'Covid-19 reduced travel' Do Minimum would lead to a significant reduction in car trips compared to the non-Covid Do Minimum scenario.

In other words:

- A long-term reduction in peak hour travel in Hereford resulting from Covid-19 would have a significant benefit in terms of reducing congestion and vehicle journey times across the city, and
- Implementing the packages on top of a 'Covid-19 reduced travel scenario' would provide additional significant benefits;

However, as stated above, it is far from clear how large any long-term Covid-19 travel reduction would be, both across the UK and locally within Hereford.

Concluding Remarks

Whilst the Covid-19 pandemic has highlighted the uncertainties of forecasting into the future, the strategy review was undertaken in a manner which enabled all options (and packages) to be assessed in a consistent and transparent manner. As such, even though there must inevitably be a degree of uncertainty over future transport patterns and traffic levels across the city, the review provides a robust basis on which to make comparisons between a wide range of different possible approaches.

It therefore provides the Council with important information to help decide what transport vision it wishes for the city.

Appendix A – Stakeholder Engagement

Stakeholder Engagement

Introduction

As part of the review Herefordshire Council has sought input from various people that live and work in Herefordshire. This included consultation with the public, stakeholders and Council Members. The engagement asked for input across all aspects of the review including issues and challenges, setting the objectives and outcomes, identifying the options and solutions and then combining these into packages.

Public Consultation

A public consultation was undertaken using an online engagement tool called Commonplace. This sought out feedback to the following points:

- Understanding the problem
- Setting objectives
- Establishing a baseline
- Identifying options

The online consultation regarding travel in Hereford ran from 3rd February to 31st March 2020. The questions were a mixture of freetext or tick boxes while for questions 8 and 10 the respondents were requested to put the listed outcomes and interventions into priority order. The two questions asked respondents to rank (between 1 and 10) the most important outcome/most effective to least important outcome/least effective. There were also questions for stakeholders to put text in boxes with other recommendations if they did not appear as choices in Q8 and 10. A summary of the responses received for the outcomes and possible interventions is covered at the end of **Chapter 2.**

Stakeholder Reference Panel

In addition to the public consultation, a Stakeholder Reference Panel (SRP) has been established, from whom views have been sought via email responses and webinars. There were two SRP sessions. The first occurred in April 2020 and sought feedback on the issues, the objectives and outcomes, and the options identified. The second occurred in June 2020 which sought feedback on the appraisal of the options and the combining of options into separate packages.

The SRP consisted of a number of organisations as shown on the following page. Not all people included in the SRP provided feedback. The same questions that were put to the SRP were also put to Council Members and their feedback was also sought both in April and in June.

List of Stakeholder Reference Panel Members

Sector	Organisation/Group
Accessibility	Royal National College for the Blind
Accessibility	Hereford Disability
Business	Herefordshire and Worcestershire Chamber of Commerce
Business	Herefordshire Business Board
Business	Hereford BID
Business	Hereford Enterprise Zone
Education	Herefordshire and Ludlow College
Education	Hereford Sixth Form College
Emergency services	Emergency Services (Blue Light)
Environmental	Natural England
Environmental	Extinction Rebellion
Local body	Hereford City Council
Local Enterprise Partnership	Marches Local Enterprise Partnership
Local interest	Here for Herefordshire
Local interest	Hereford Civic Society
National / regional transport body	Department for Transport
National / regional transport body	Midlands Connect
National / regional body	Highways England
National / regional body	Homes England
Rail authority	Transport for Wales
Transport interest	Freight Transport Association
Transport interest	Sustrans
Transport operator	Local Bus Operator
Transport user	Rail and bus for Herefordshire
Transport user	Herefordshire Transport Forum/Transport Alliance

Appendix B – Option Assessment Framework

Option 1: Enhanced Travel Promotion Campaigns

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Provide information, personalised journey planning and advice to influence travel modes and routes, enable more short distance journeys to be made by non-car modes or help people plan journeys during times of extreme weather events; • Deliver a 2% reduction in motorised traffic, which is considered a conservative estimate in light of similar campaigns elsewhere in the country; and • Lead to a forecast of less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Inform people of their travel choices and encourage sustainable travel to and from new developments, employment sites and training/education opportunities within Hereford City Centre. Evidence indicates that 'life events' such as moving house or starting a new job are times when people are most receptive to change their travel behaviour; • Widen people's knowledge of the travel choices available to them and allow people to respond to incidents, maintenance and roadworks, making informed decisions about when and how they travel; and • Lead to a 8% reduction in citywide over capacity queues, 2% reduction in total travel times and 2% increase in bus patronage, with supporting journey time reductions and bus reliability improvements.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Have negligible environmental impacts on water quality, protected priority habitats and species, designated sites and the visual surroundings; and • Is forecast to deliver a 3% increase in overall mode share for walking, cycling, bus and rail travel.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Widen people's knowledge of the active travel network, the public transport network and the interchange options available to them, including those who live in rural areas; • Promote safer travel behaviour which will have a consequential benefit on accidents and collisions and promote increased active travel, with beneficial impacts on health and tackling obesity; • Include elements to make people feel more confident and safe to use the bus or to cycle and walk; and • Include personalised travel planning which can be focused on helping to meet the travel needs of particular social groups or those with protected characteristics.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 7 out of 11 respondents supported this option. • The public were not directly asked to express a view on this option.
	Public acceptability of the option						
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)						• The option does not involve physical infrastructure to be delivered and therefore does not require any associated approvals. • Some technological challenges might arise from the app related elements of the option. • 1-3 years to fully implement (assuming funding were available) – this is based on preparation in advance of launching any promotional campaign or personalised travel planning project, and the need for consistent messaging over a number of years to achieve higher levels of behaviour change;
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						• Implementation costs of between £0.25m and £2m annual revenue costs, • The costs of many elements of this option are relatively well understood; however there are some aspects e.g. smart ticketing which may be associated with higher cost risks. • In terms of funding, whilst committed DfT funds currently end in 2021, the DfT have supported various behaviour change programmes over the last decade.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 2: Improved Walking and Cycling Infrastructure

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Deliver a comprehensive network of quality infrastructure for cyclists and pedestrians and would enable more short distance journeys to made more easily by these modes in preference to by car; • Provide wider route choice and enable the upgrade of existing walking and cycling routes which are susceptible to flooding; and • Lead to a forecast of less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Provide quality active travel infrastructure connecting new development locations to key destinations across the city and neighbourhoods to major employment and education/training sites across the city; • Provide reliable alternative methods of travel to the private motor vehicle, making the network less susceptible to disruptive events and thus mitigating the impact of incidents, maintenance and roadworks; and • Provide greater choice of transport infrastructure for people to travel by cycle or on foot across the city.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Lead to some transfer of motorised traffic to walking and cycling trips; • Create new public spaces, improve paving and planting as part of the walking and cycling infrastructure and deliver low traffic neighbourhoods with a beneficial impact on the streetscape; • Reduce vehicle trips and restrict through traffic in residential areas which will have a large beneficial impact on the level of traffic noise and severance, making residential areas more pleasant to live; • Provide high quality infrastructure to allow city residents to conveniently and safely access the city centre by cycle or on foot and generate additional footfall and spend; and • Have a negligible impact on water quality, priority habitats and species, designated sites, the landscape and cultural heritage.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Provide high quality infrastructure to address key factors which currently dissuade people from making journeys by active travel modes and benefit most sectors of society; • Enable people to cycle and walk as part of longer journeys made by public transport, improve access to bus stops, the railway station and other public transport, improve overall integration between transport modes and enable people to incorporate physical activity into everyday life; and • Deliver infrastructure and measures which would improve overall levels of safety, make people feel more confident and safe to cycle or walk and overcome severance on key cross city corridors.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 9 out of 11 respondents supported this option. • In the public engagement 300 out of 847 responses identified *'improvements to the walking and cycling network'* in their top three transport improvements that would be most effective for Hereford.
	Public acceptability of the option						
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)						• Examples of successfully delivery elsewhere in the UK with similar characteristics to Hereford. • Some elements would involve permissions (Traffic Regulation Orders, planning permission and land acquisition) and would involve substantial construction across many parts of the city. • 4-6 years to fully implement due to design and construction (assuming funding were available).
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						• Greater than £45m capital costs and £0.225m annual revenue costs; • Potential minor impact on revenue streams in terms of loss of on-street parking to accommodate active travel infrastructure. • Most of the elements of this option are understood; however there are some aspects e.g. low traffic neighbourhoods which will require careful engagement with local communities which creates some additional risk. • Funding bodies and developers regularly provide funds for walking and cycling schemes. Delivery would be phased due to the scale of investment required. National Government is increasingly expected to fund these type of options.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 3: Safer routes to school

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Deliver a comprehensive network of safer routes to school which would enable some short distance journeys to school, previously made by motor vehicle, to be made by non-car modes. Reductions in the level of motorised traffic is likely to be localised; • Provide greater route choice and upgrade cycling and walking routes to school which are currently susceptible to flooding; and • Be anticipated to result in less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Enable journeys to school from new residential developments, including the proposed Sustainable Urban Extensions, to be more easily made by cycling or walking; and • Enhance cycling and walking infrastructure, thereby widening modal choice for journeys to school.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Create an environment where children feel safer when travelling; thereby enabling some children currently travelling to school as a car passenger to transfer to cycling or walking; • Have negligible environmental impacts on water quality, protected priority habitats and species, designated sites, the landscape and visual surroundings and cultural heritage; • Reduce traffic noise and severance in residential areas as a result of reduced vehicle trips along 'school streets'; and • Have spin-off benefits in terms of improving sustainable transport access to the city centre.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Address key safety factors which dissuade parents from letting their children make journeys to school by cycle or on foot; • Lead to more cycling and walking trips to school with consequential beneficial impacts on increasing physical activity and reducing childhood obesity; • Deliver cycling and walking infrastructure which improves integration between transport modes (by improving access to bus stops and the railway station), improve overall levels of safety (with crossings, 'school streets' and segregated cycleways); and • Improve travel modes which are more affordable and widely available than other options.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 9 out of 11 respondents supported this option. • In the public engagement 388 out of 847 respondents identified *'safer routes to school'* in their top 3 transport improvements that would be most effective for Hereford.
	Public acceptability of the option						
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)						• Some elements of the option such as 'school streets' represent emerging concepts, with limited UK examples of outside of London, whilst others are established. Limited technology involved; • Some elements may involve Traffic Regulation Orders, planning permission and land acquisition; and • 1-3 years to fully implement due to design and construction (assuming funding were available).
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						• £5m of capital costs and £0.025m of annual revenue costs. • Most of the elements of this option are understood; however there are some aspects e.g. school streets which will require careful engagement with local communities which creates some additional risk. • Recent government announcements on the transport response to the Covid-19 recovery outlines emergency funding for local authorities and refers to measures to encouraging cycling and walking to school and school streets.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 4: Improved School Bus Service

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target			■			• Enable more children to travel to school by bus, including some journeys currently made as a car passenger, including short-distance trips. Reductions in the level of motorised traffic are likely to be localised; and • Be anticipated to result in less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced				■		
	O3: The amount of resources and energy used in the transport system is minimised			■			
	O4: The transport system is flexible and adaptable to climate change and future needs			■			
Economy	O5: Reliable and efficient movement of people and goods and provision of services			■			• Enable some journeys to school from new residential developments to be more easily made by bus; • Increase bus patronage; and • Give discretionary entitlement to bus travel to a greater number of children and introduce discounted ticketing for students.
	O6: The transport system facilitates sustainable development				■		
	O7: Transport supports a thriving local economy			■			
	O8: A more resilient transport system				■		
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live			■			• Have negligible environmental impacts on water quality, protected priority habitats and species, designated sites, the landscape and visual surroundings and cultural heritage; and • Include discounted ticketing for students, which is likely to improve accessibility into the City Centre by bus for young people and generate additional footfall.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain			■			
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)			■			
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit				■		
Society	O13: The transport system facilitates improved public health through more active lifestyles				■		• Extend the scope of eligibility for free bus travel to school and therefore is likely to provide some benefits to children living in rural areas. Introducing concessionary fares for young people on conventional bus services could address some of the affordability issues for those not eligible for the free bus travel; • Provide a safer mode of travel to school compared to walking, cycling or trips in a private motor vehicle. This is supported by literature on the safety of bus travel; and • Make children feel more confident using the bus in general.
	O14: All sectors of society have easy and affordable access to the services and facilities they need				■		
	O15: The transport network is safe and secure for everyone to use confidently				■		
	O16: The adverse impacts of transport on communities are reduced, including severance and noise			■			
Acceptability	Stakeholder acceptability of the option					■	• 7 out of 11 respondents supported this option. • The public were not directly asked to express a view on this option.
	Public acceptability of the option			■			
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)			■			• No consents or additional permissions would be needed to deliver the option. • As Local Education Authority Herefordshire Council funds transport for those school children who meet statutory requirements and certain limited discretionary tests. Declining local authority funds mean that there are limited examples where Councils have gone substantially beyond their statutory responsibilities to fund additional travel to school by bus. • This option does not require any infrastructure or complex technology but would require the implementation of a new home to school transport policy. • 1-3 years to fully implement via change of policy (assuming funding were available)
	Legal powers					■	
	Implementation timescale of the option				■		
Affordability	Capital cost of the option					■	• £0 implementation costs and £1m annual revenue costs; • Children assumed to use existing bus services and no new dedicated home to school services would be required, but this would require detailed study; • The extent of subsidy support required is not yet clear and nor is the potential impact on revenue from current parental contributions; • Reducing the level of parental contributions and extending the free school travel criteria will both place additional costs on the Council. • Government bus strategy and further announcements on funding anticipated for later in 2020.
	Revenue cost of the option/impact on Council revenues	■					
	Risk of cost increases			■			
	Initial value for money of the option			■			
	Likelihood of funding		■				

Option 5: Electric Hopper Bus

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Enable some short distance journeys to be made by the hopper bus in preference to by car, cycling or walking; and • Lead to a forecast of less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Connect major development locations to the city centre and other destinations, with the potential to cater for a large proportion of everyday short distance journeys. It would connect neighbourhoods to major employment and education/ training sites across the city. Some destinations would require interchange in the city centre; • Enhance bus accessibility, mostly for origins and destinations within walking distance of the proposed hopper routes; and • Deliver over 10% increase in bus patronage and bus reliability improvements.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Reduce noise in residential areas due to the design of the electric bus; • Provide higher frequency bus access into the city centre from residential neighbourhoods. • Encourage additional trips to be made into the city centre and consequently increase footfall in the city centre; and • Have negligible environmental impacts on water quality, protected priority habitats and species, designated sites, the landscape and visual surroundings and cultural heritage.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Make people more active by using public transport, through cycling or walking at either end of the bus journey; • Provide a transport mode accessible to many sectors of society. It would be particularly beneficial to those who do not have access to a car and certain people with disabilities, helping to support their accessibility needs; • Provide higher frequency city bus services, improving interchange including between bus and rail and allowing rural residents to more easily transfer from other modes and complete their journey to city destinations by bus; and • Provide a safer mode of travel than by walking, cycling or trips in a private motor vehicle and offer a means for people to avoid crossing busy main roads by foot or by cycle.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 9 out of 11 respondents supported this option. • In the public engagement 485 out of 808 respondents chose *'invest in bus network'* in their top 3 transport improvements that would be most effective for Hereford.
	Public acceptability of the option						
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)						• Electric bus fleets are currently more common in large urban centres with buoyant passenger levels. Achieving the desired bus frequencies may require bus franchising model set out in the Bus Services Act 2017 to be pursued. • This option does not rely on significant infrastructure but requires the purchase of a large electric bus fleet. • 4-6 years to fully implement via change of policy (assuming funding were available)
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						• £8.5m (based on assumed requirement for 37 electric buses) and £2.5m annual revenue costs. • The electric vehicles would have the additional costs of battery replacement, probably within 6-10 years. The level of fare box revenue is uncertain. • There may be significant subsidy implications to operate a more comprehensive and more frequent bus service across the city. • There are limited examples of comprehensive bus frequency enhancement outside UK metropolitan areas. Patronage levels are a key determinant of the cost to operate this option and are not yet well understood.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 6: Bus Priority

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Make bus services more attractive, including for short distance journeys; and • Lead to a forecast of less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Enable more reliable and faster bus journeys to locations including the Sustainable Urban Extensions, the Enterprise Zone, other new developments in Hereford and to employment sites and training/education opportunities; • Reduce delay and congestion by 4% at key junctions in the city centre; and • Generate a 25% increase in 'over capacity queues' and 4% increase in vehicle travel times, largely resulting from introducing bus priority measures on Greyfriars bridge.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Deliver between 3 and 10% reduction in traffic flows on roads in the Air Quality Management Area (AQMA); • Enable more reliable and faster bus journeys to the City Centre and thus encourage additional visits to the City Centre by bus; and • Have negligible environmental impacts on water quality, protected priority habitats and species, designated sites, the landscape and visual surroundings and cultural heritage.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Enable more reliable and faster bus journeys. This would have consequential benefits in terms of integration with timetabled public transport connections and would make people more confident to rely on bus services for their journeys; • Provide benefits to rural residents travelling into the city along radial corridors; • Lead to a transfer of trips from private motor vehicle to public transport. Those using the bus will usually require an element of physical activity to access the service. • Improve a transport mode accessible to many sectors of society. However, the cost of travel is a barrier to some and may exclude some people on this basis; and • Deliver between 3 and 10% reduction of flows on roads in the Noise Important Areas (NIAs).
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 9 out of 11 respondents supported this option. • The public were not directly asked to express a view on this option.
	Public acceptability of the option						
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)						• Extensive bus priority has been implemented in other small historic UK cities. There is a requirement for wider Urban Traffic Control systems to enable greatest benefit from this option. • Some elements will require Traffic Regulation Orders to prohibit parking or introduce bus lanes. It is not yet clear whether there would be requirements for third party land acquisition. The A49 is maintained and operated by Highways England and they would need to lead the consenting process for any measures on that road. • 1-3 years to fully implement (assuming funding were available). The option involves a number of physical infrastructure elements across the city with some likely complex traffic management required during construction.
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						• £10m capital cost and £0.05m annual revenue costs. • *A Better Deal for Bus Users* (February 2020) states that all new road investments funded by the Department for Transport should support bus priority or demonstrate why it is not appropriate. The regional funding arrangements for bus priority is less clear.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 7: ULR

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						The option would: • Enable some short distance journeys to be made by ULR in preference to by car. However, around 73% of Hereford's resident population would live further than 400m from the route; • Run on a dedicated route or track and could be susceptible to climate change events such as flooding; and • Lead to a less than 2% forecast change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						The option would: • Introduce a new mode of travel in the city which directly serves the Enterprise Zone, the Lower Bullingham Sustainable Urban Extension (SUE), the Edgar Street Grid, major employment at Rotherwas Industrial Estate and the City Centre and would run close to Widemarsh and Holmer Road; • Deliver a dedicated route which would be largely unaffected by highway incidents, roadworks or maintenance; and • Deliver a 10% increase in public transport patronage (bus and ULR combined) with some abstraction of passengers from bus services.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						The option would: • Provide an additional sustainable transport mode to access the city centre, mostly for residents living in certain parts of South Hereford; • Have negligible environmental impacts on water quality, protected priority habitats and species, designated sites and cultural heritage but would have some visual effects especially where new infrastructure is constructed on undeveloped land; and • Have negative impacts on existing active travel networks, including the Great Western Way, currently an important traffic-free route for cyclists and pedestrians.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						The option would: • Provide a segregated walking and cycling path along the whole route; • Introduce a new public transport mode and is likely to lead to a transfer of trips from private motor vehicle to public transport. Those using the ULR will usually require an element of physical activity to walk or cycle to access the transit stop; • Allow almost all sectors of society to have the opportunity to access this mode. However, it is likely to have similar affordability issues as other local public transport and may exclude some people on this basis; • Enable easy interchange between modes and includes secure cycle parking and Beryl Bike hubs at transit stops; and • Reduce traffic on certain key cross city corridors and help to overcome severance on these corridors.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 6 out of 11 respondents supported this option. • In the public engagement 94 out of 808 responses chose 'ULR' in their top 3 transport improvements that would be most effective for Hereford.
	Public acceptability of the option						
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)						• 7-10 years to fully implement (assuming funding were available). There are no directly comparable systems of this scale in operation in the UK, which poses difficulties with estimating timescales for delivery. The technology is currently being tested and may need refinement to enable successful operation at scale. • A number of permissions, approvals and legal powers would be required to operate and regulate the ULR with associated risks.
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						• Greater than £100m capital costs and £1m annual revenue costs. • Potential minor impact on revenue streams in terms of parking revenue. • A ULR scheme of this scale has not been constructed in the UK therefore there is a high risk of cost increases. • There are some examples of DfT or regional bodies funding tram-based rapid transit schemes in recent years but no examples in the UK of schemes in settlements the size of Hereford being funded.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 8: Demand Responsive Transport

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target			■			• Encourage some people to transfer from private motor vehicle to demand responsive public transport, reducing the overall level of motorised traffic. However, these numbers would be relatively small; • Provide a transport mode which has an unfixed route and has the ability to divert around parts of the network which may be affected by climate change impacts such as flooding; and • Be anticipated to result in less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced			■			
	O3: The amount of resources and energy used in the transport system is minimised			■			
	O4: The transport system is flexible and adaptable to climate change and future needs				■		
Economy	O5: Reliable and efficient movement of people and goods and provision of services			■			• Lead to increased bus patronage as people respond to the increased flexibility of DRT; • Provide direct bus connections to some developments and employment sites, training opportunities and education for some residents of Hereford and the surrounding rural area; and • Widen access to bus services for journeys to and from locations which are poorly served by conventional bus services such as isolated rural settlements and/or some city fringes.
	O6: The transport system facilitates sustainable development				■		
	O7: Transport supports a thriving local economy				■		
	O8: A more resilient transport system				■		
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live			■			• Improve accessibility to the City Centre for some residents of Hereford and the surrounding rural area; • Encourage a limited number of additional trips to the City Centre; and • Have negligible environmental impacts on water quality, protected priority habitats and species, designated sites, the landscape and visual surroundings and cultural heritage.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain			■			
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)			■			
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit				■		
Society	O13: The transport system facilitates improved public health through more active lifestyles			■			• Improve interchange for some travellers, for example potentially enhancing connections onto inter-urban bus services or accessing rail services; • Enable some residents to access bus services closer to their home or closer to their intended destination which may have beneficial impacts on perception of safety; and • Allow many sectors of society to have the opportunity to access this mode; however this depends upon people being resident in an area covered by the demand responsive public transport. It is also likely to have similar affordability issues as other local public transport and may exclude some people on this basis.
	O14: All sectors of society have easy and affordable access to the services and facilities they need				■		
	O15: The transport network is safe and secure for everyone to use confidently				■		
	O16: The adverse impacts of transport on communities are reduced, including severance and noise			■			
Acceptability	Stakeholder acceptability of the option				■		• 6 out of 11 respondents supported this option. • The public were not directly asked their view on this option.
	Public acceptability of the option			■			
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)			■			• This option does not rely upon significant infrastructure (with associated construction period) but requires agreement on the operating model and the installation of back office systems to operate the service; • There are some examples of this option operating elsewhere in the UK. However, few have operated consistently over a period of time; • Additional technology would need to be put in place in Herefordshire although the systems are tried and tested elsewhere; and • 1-3 years to fully implement (assuming funding were available). Demand responsive public transport can be introduced under existing legislation. In areas where bus services are supported financially by Herefordshire Council via a tendering process, the conventional fixed route could be replaced with DRT when the contract is re-tendered. In areas where bus services are operated commercially it would be more complex to achieve and may require bus franchising powers being granted by Central Government.
	Legal powers			■			
	Implementation timescale of the option				■		
Affordability	Capital cost of the option					■	• £0 capital costs and £0.05m annual revenue cost. • The majority of costs relate to the day to day operation of the service. A new bus operation would introduce additional risks. • Limited potential for passenger abstraction from other bus services financially supported by the Council. • *A Better Deal for Bus Users* (February 2020), outlines a £20 million fund to trial on demand public transport services in rural and suburban areas.
	Revenue cost of the option/impact on Council revenues		■				
	Risk of cost increases			■			
	Initial value for money of the option			■			
	Likelihood of funding			■			

Option 9: Shared Mobility

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Enable more journeys, including short distance journeys, to be undertaken by non-motorised travel modes; • Provide transport options which are not constrained to fixed routes and can divert around parts of the network which may be affected by climate change impacts such as flooding; and • Be anticipated to result in less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Enable more journeys to be undertaken by non-motorised travel modes, with a beneficial impact on delay, congestion and journey time reliability; • Offer a new means of travel to reach destinations city wide and outside the city, including the Sustainable Urban Extension, the Enterprise Zone, new developments, employment sites, training opportunities and education; • Include new shared mobility infrastructure in new developments; • Provide users with the flexibility of different options to make their journey if their original plans or travel mode were disrupted; and • Provide additional travel modes to a large proportion of the population e.g. extending the Beryl Bike hire, including e-bikes.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Lead to a net reduction in motor vehicle trips and consequential beneficial impact on the AQMA; • Provide zero emission, low emission and more fuel efficient modes of travel; • Deliver mobility solutions which would improve sustainable transport accessibility to the City Centre and consequentially encourage additional trips to the City Centre; and • Have negligible environmental impacts on water quality, protected priority habitats and species, designated sites, the landscape and visual surroundings and cultural heritage.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Provide mobility solutions which make people more active, with consequential reduction in childhood obesity; • Enable people to more easily access conventional public transport for onward travel; • Deliver an e-bike solution which is likely to make new and returning cyclists more confident to use this mode; and • Enhance accessibility across a number of sectors of society, widening travel options and introducing pay as you go rather than relying on vehicle ownership. However, none of the mobility solutions are proposed to be free at the point of use and therefore the option may pose some affordability issues for some people.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	• Stakeholder acceptability of the option						• 8 out of 11 respondents supported this option. • The public was not directly asked about this option.
	• Public acceptability of the option						
Deliverability	• Technical/practical feasibility (successful implementation and technological barriers)						• Most of the mobility solutions proposed are successfully delivered elsewhere in the UK but are often found in larger urban areas. Additional technology would need to be put in place in Herefordshire. • Dedicated vehicle parking bays will require Traffic Regulation Orders. • 1-3 years to fully implement (assuming funding were available). This option does not rely upon significant infrastructure (with associated construction period) but requires the purchase of vehicles or cycles and 'back office' systems to operate the services.
	• Legal powers						
	• Implementation timescale of the option						
Affordability	• Capital cost of the option						• £0.1m capital costs and £0.1m annual revenue cost. • Negligible impact on Council revenue streams. • Degree of cost risk associated with the ongoing revenue support. • Funding from Government has been recently announced for seven Future Mobility Zones, however these zones are all in large urban areas.
	• Revenue cost of the option/impact on Council revenues						
	• Risk of cost increases						
	• Initial value for money of the option						
	• Likelihood of funding						

Option 10: FMLM and Mobility Hubs

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Would reduce the level of motorised traffic as improved interchange, including new and enhanced Park and Choose sites, enables people to make more use of existing public transport options or complete their journey by other active modes; and • Is anticipated to result in less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Lead to an increase in bus patronage, particularly from those interchanging at new and enhanced Park and Choose sites; • Deliver mobility hubs at locations including the Sustainable Urban Extensions, the Enterprise Zone and key employment sites. The impacts will depend in part upon the frequency and quality of the bus services which accompany them and the quality of the cycling and walking networks (not part of this option); • Lead to some reduction in delay and congestion on the network; and • Co-locate transport modes and widen modal choice.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Lead to some reduction in traffic flows on roads in the AQMA; • Reduce the level of motorised traffic as improved interchange, including new and enhanced Park and Choose sites, enables some people to make more use of existing public transport options or complete their journey by other active modes; • Have negligible impact on water quality, protected priority habitats and species, designated sites, the landscape and visual surroundings or cultural heritage, based on the assumption that any new Park and Choose sites would be located away from sensitive areas; and • Deliver mobility hubs on radial public transport corridors into the city which would improve interchange and sustainable transport accessibility to the city centre.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Co-locate as many transport modes as possible at identified or branded locations to enable easier interchange. This would enable more people to cycle and walk as part of a longer journey, such as from a Park and Choose site to their ultimate destination or from public transport stops to ultimate destinations; • Deliver mobility hubs which are designed to enable level boarding and improve accessibility to bus services for certain protected groups and enable those without access to a car to reach their ultimate destination more easily. Mobility hubs, either on inter-urban bus routes or on the city fringe, which will improve non-car accessibility to services and facilities in Hereford for rural residents; • Enhance waiting facilities at key locations which is likely to have a beneficial impact on passenger confidence and safety; and • Provide secure cycle parking, such as lockers, to make people feel more confident about leaving their bike at a public transport interchange.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	• Stakeholder acceptability of the option						• 8 out of 11 respondents supported this option. • In the public engagement 164 of 808 respondents put '*access for longer distance travel - park and ride*' in their top 3 transport improvements that would be most effective for Hereford.
	• Public acceptability of the option						
Deliverability	• Technical/practical feasibility (successful implementation and technological barriers)						• The development of comprehensive mobility hubs for a range of modes has tended to occur in the largest metropolitan areas. It is not heavily reliant on technology but will require a certain amount of land for the larger scale mobility hubs. • A number of mobility hubs would require planning permission or TROs to be amended or introduced; and • 1-3 years to fully implement (assuming funding were available), based on design, potential land purchase and some construction.
	• Legal powers						
	• Implementation timescale of the option						
Affordability	• Capital cost of the option						• £7M capital costs (construction of mobility hubs) and £0.035 annual revenue costs. • Negligible impact on Council revenue streams; • Degree of cost risk will depend in part on the scale of mobility hubs proposed and their number; • To date funding bodies have tended to invest in traditional larger scale interchanges. The dispersed mobility hub concept is more recent and there is less clear evidence of funding bodies responding to this type of solution.
	• Revenue cost of the option/impact on Council revenues						
	• Risk of cost increases						
	• Initial value for money of the option						
	• Likelihood of funding						

Option 11: Demand Management

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Lead to a reduction in short distance travel by car, with other modes becoming more attractive for short journeys; and • Lead to a forecast of less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Reduce overall vehicle trip demand which will lessen the impact of incidents, maintenance and roadworks on journeys; • Discourage the use of private motor vehicles but does not contain measures to widen the availability of alternative modes; and • Deliver a 3% reduction in 'over capacity queues' and a 5% reduction in delay and congestion at key junctions in the city centre.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Deliver new multi-storey car parks and may lead to other car parks being redeveloped for other land uses; • Reduce vehicle travel demand which may have a consequential benefit in making streets more attractive to cycle and walk to the City Centre; and • Have negligible environmental impacts on water quality, protected priority habitats and species, designated sites, the landscape and visual surroundings and cultural heritage.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Encourage a mode shift from private motor vehicle to cycling, walking or public transport with consequential benefits in terms of physical activity; • Either reduce parking supply or place additional costs on vehicle travel. These measures are considered to adversely affect rural residents but the degree of impact will depend upon the pricing structure and exemptions; • Have some limited potential for the car park consolidation element to improve interchange between private motor vehicles and other modes in the city centre; and • Reduce motor vehicle journeys which is likely to be associated with a reduction in accidents and collisions.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 9 out of 11 respondents supported this option. • In the public engagement 69 of 808 respondents put demand management in their top 3 transport improvements that would be most effective for Hereford.
	Public acceptability of the option						
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)						• There are UK examples of consolidating car parks including in historic cities. Workplace Parking Levy is currently only implemented in Nottingham, although other authorities are considering this measure. Changes to parking policy are associated with limited technological requirements whilst Workplace Parking Levy is associated with greater technological challenges; • Multi-storey car parks would require planning permission. Parking policy changes may require extensive TROs with associated consultation. Consultation and approvals processes for Workplace Parking Levy is likely to be more contentious; and • 4-6 years to fully implement (assuming funding were available). The timescales for implementation will depend upon the scale of demand management measures and the level of consultation required. Most of the measures do not involve substantial construction.
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						▪ £0M implementation and construction costs and £0.5 annual revenue cost; ▪ Some demand management measures would generate additional parking revenue but other measures would lead to a reduction in parking revenues for the Council; ▪ There are likely to be greater cost risks associated with demand management measures which have fewer operational examples; and ▪ Most of the demand management measures tend to be funded by the organisation that will operate them on the assumption that future income will cover costs.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 12: Intelligent Transport Systems

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Make more efficient use of the available road space; • Provide better information on climate change impacts affecting the transport network, helping travellers to make more informed decisions; and • Be anticipated to result in less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Deliver Urban Traffic Control systems and information on available parking spaces which are anticipated to have a beneficial impact on levels of delay, congestion and journey time reliability, including for buses; • Benefit motor vehicle journeys to the Sustainable Urban Extensions, the Enterprise Zone, other new developments, employment sites, training opportunities and education which use the main corridors, where the ITS measures would be located; and • Some of the proposed measures would help to manage the impacts of incidents, maintenance and roadworks affecting the transport network, enabling travellers to make more informed decisions.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Increase average speeds which may have a beneficial impact on air quality; • Connect drivers to parking spaces and encourage additional visits to the city centre; • Have negligible environmental impacts on water quality, protected priority habitats and species, designated sites, the landscape and visual surroundings and cultural heritage; and • Be associated with additional street furniture, with adverse impacts on streetscape.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Have a beneficial impact for rural residents accessing the city by motor vehicle, particularly on journeys using main road corridors to or through the city centre; • Not increase levels of end to end cycling and walking journeys but has the potential to dissuade some people from making some cycling and walking journeys if signal timings are amended in favour of drivers; • Not significantly impact on groups who do not have access to a car; • Not change the overall mode share or key factors which influence collision rates; • Not influence the factors which make people feel more confident and safe to use the bus; and • Not anticipated to change the overall volumes of traffic on key cross city corridors.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 6 out of 11 respondents supported this option. • In the public engagement 101 out of 808 responses put *'better managed car parking'* in their top 3 transport improvements that would be most effective for Hereford.
	Public acceptability of the option						
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)						• A number of regional centres have introduced Urban Traffic Control and parking related Variable Messaging Signs. • The technology has been applied elsewhere; however introducing UTC is likely to require upgrades to traffic signals; and • 1-3 years to fully implement (assuming funding were available). It is assumed the option can be implemented within highway land and using Highways Act powers.
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						• £4M capital costs and £0.08m annual revenue costs. • Additional parking revenue generated by connecting drivers to available parking spaces; and • There is limited ITS currently in Hereford.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 13: Removal of Traffic Lights on the A49

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target			■			• Have a negligible effect on travel by car for short journeys; • Not create any additional transport links or upgrade existing transport links to mitigate climate change impacts; • Deliver less than 2% change in motorised traffic; and • Lead to a forecast of less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced			■			
	O3: The amount of resources and energy used in the transport system is minimised			■			
	O4: The transport system is flexible and adaptable to climate change and future needs			■			
Economy	O5: Reliable and efficient movement of people and goods and provision of services		■				• Reduce incidents and maintenance associated with traffic lights along the A49 corridor; • Not introduce a new travel mode or extend the availability of existing ones; • Make it more difficult for some pedestrians and cyclists to cross both the A49 and the joining roads at locations where signal crossings were not retained for their use; and • Increase over capacity queues by more than 10% and increase delay and congestion at key junctions in the city centre by over 10%.
	O6: The transport system facilitates sustainable development			■			
	O7: Transport supports a thriving local economy		■				
	O8: A more resilient transport system				■		
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live		■				• Increase flows on roads in the AQMA by between 3 and 10%; • Deliver some benefit in terms of reduced street clutter from removal of signals but some additional street furniture may be required (e.g. railings) to maintain safety; • Remove signalled controlled crossings for cyclists and pedestrians at certain locations along the A49. Replacement crossings would not be as convenient and may discourage some cycling and walking trips to and from the city centre; and • Have negligible environmental impacts on water quality, protected priority habitats and species, designated sites, the landscape and visual surroundings and cultural heritage.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain			■			
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)			■			
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit		■				
Society	O13: The transport system facilitates improved public health through more active lifestyles		■				• Remove signalled controlled crossings for cyclists and pedestrians at certain locations along the A49. This may make some people feel less confident and safe to cycle or walk; • Not benefit the travel of those households without access to a car or those members of society who do not drive. Removal of signal crossings for pedestrians and cyclists at certain locations would disproportionally impact on children, older people or those with protected characteristics (e.g. blind people), even with replacement crossings being provided nearby; • Create increased congestion for rural residents accessing the city; and • May make people feel less confident or safe to cycle and walk and increase severance with fewer signal crossing opportunities.
	O14: All sectors of society have easy and affordable access to the services and facilities they need		■				
	O15: The transport network is safe and secure for everyone to use confidently		■				
	O16: The adverse impacts of transport on communities are reduced, including severance and noise			■			
Acceptability	Stakeholder acceptability of the option				■		• 2 out of 11 respondents supported this option. • In the public engagement 286 of the 808 respondents put *'free up roads - removing traffic signals'* in their top 3 transport improvements that would be most effective for Hereford.
	Public acceptability of the option				■		
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)				■		• This type of option is not known to have been implemented in locations with traffic flows as high as the A49; • The A49 is maintained and operated by Highways England (Government-owned company). The decision to remove traffic lights rests with Highways England (a third party) who assess the merits of all proposals against a range of criteria including highway safety and efficient operation of the network. • 4-6 years to fully implement (assuming funding were available).
	Legal powers	■					
	Implementation timescale of the option			■			
Affordability	Capital cost of the option	■					• Between £10-20m capital costs (removing signals from junctions and implementing new pedestrian crossings). • The option will not impact on Council revenues. • Low cost risk due to limited changes to infrastructure. • Herefordshire Council do not have control over the operation of the A49. Highways England would need to approve this option before funding could be sought..
	Revenue cost of the option/impact on Council revenues					■	
	Risk of cost increases					■	
	Initial value for money of the option		■				
	Likelihood of funding	■					

Option 14: Western Bypass

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Generate more short distance journeys by car; • Provide another link across the river and potentially increase network resilience to climate change events such as flooding; and • Lead to a forecast of more than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Some motor vehicle trips to and from Three Elms, Holmer West and Lower Bullingham SUE would use this new road. The new road link would be less well related to the Edgar Street Grid; • Improve vehicle access to the Enterprise Zone from certain origins but would be less well related to the City Centre, Widemarsh and Holmer Road employment areas; • Provide additional network resilience with a second strategic road link across the river; and • Deliver a 9% reduction in delay and congestion at key junctions in the city centre and a 4% reduction in 'over capacity queues'.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Initially deliver a 21% reduction in flows on roads in AQMA; • Have adverse effects on SAC and SSSI / WFD protected area and on water quality during construction phase (new viaduct over the River Wye and flood plain). Likely adverse effects on Belmont Stream and Yazor Brook during construction and operation; • Cross Belmont Parkland Habitat of Principal Importance leading to habitat loss, be in proximity to ancient woodlands (north of the River Wye) and measures would be required to avoid damage and disturbance to the woodlands. Likely habitat loss and damage within Yazor Brook and Grafton Wood; • Have significant landscape and visual impacts, constituting new infrastructure in a greenfield location, impact to high sensitivity local landscape character areas. • Have adverse impacts on designated and non-designated heritage assets, including below-ground archaeological remains/earthworks, built heritage and landscaped parks; • There may be potential benefits for rural communities west of the city if traffic reroutes onto the bypass in preference to routes through villages. However, there is likely to be negative impacts on residential areas on the western side of the city as a result of additional traffic.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Improve accessibility for rural residents with access to a car for journeys to selected destinations, including the Enterprise Zone; • Include some new infrastructure for cycling and walking. It will increase traffic levels on routes leading to the bypass and initially reduce traffic elsewhere in the city, which will have a range of impacts on how safe and confident people feel to cycle and walk; and • Enable more short distance car journeys to be made and make people more inactive, including children.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 2 out of 11 respondents supported this option. • In the public engagement 460 0f 808 respondents put *'increase capacity - new roads, river crossing'* in their top 3 transport improvements that would be most effective in Hereford.
	Public acceptability of the option						
Deliver-ability	Technical/practical feasibility (successful implementation and technological barriers)						• The option would require either Development Consent Order/Planning permission and land acquisition/CPO; • The environmental impact on designated sites is comparatively less severe than eastern bypass options, which may give a greater likelihood of achieving consent; and • 7-10 years to fully implement (assuming funding were available).
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						• Estimated £190m capital costs and £0.108m annual revenue costs; • The option will not impact on Council tax, business rates or parking revenues; • Some cost risks associated with the option. Major road schemes typically experience an increase in costs as more detailed design work is carried out and construction costs outstrip the assumed levels of inflation; and • Regional and national funding bodies have new roads within their current infrastructure plans.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 15a: Full Eastern Bypass with Southern Link Road

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Provide another link across the river and potentially increase network resilience to climate change events such as flooding. This option would provide more additional links in the network compared to Options 15b, 15c and 15d; • Generate more short distance journeys by car; • Increase motorised traffic by less than 2%; and • Change tonnes of carbon by less than 2%.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Provide a new road link to access Lower Bullingham and Holmer West Strategic Urban Extensions and the Enterprise Zone from certain origins. The new road link would be less well related to Three Elms Strategic Urban Extension and Edgar Street Grid; • Provide a second strategic road link across the river. The option would provide more additional links in the network compared to Option 15b, 15c and 15d; • Deliver an initial 10% reduction in 'over capacity queues', a 13% reduction in delay and congestion at key junctions in city centre and a 2% reduction in 'total travel time'; and • Be poorly related to the City Centre, Widemarsh and Holmer Road employment areas but reduce congestion for motor vehicles to and through the city centre.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Deliver an initial 24% reduction in flows on roads in AQMA; • Construct a new viaduct over the River Wye River Wye (SAC/WFD protected area) and flood plain. Likely to have a adverse effect on water quality during construction phase and overall flood risk; • Cause loss of priority habitat, damage to integrity and features of identified priority habitats located east and northeast of Hereford (ancient and semi-ancient woodland at Brainton Wood and Grafton Wood); • Cause significant impact on SSSI sites (Lugg and Hampton Meadows) and SAC/SSSI sites (River Wye) during construction phase and possible impacts during operation; • Have significant landscape and visual impacts, constituting new infrastructure in greenfield locations; • Pass close to numerous scheduled monuments (Rotherwas House and chapel, Tupsley ring ditches, Lugg bridge) and listed buildings, affecting the integrity of the sites – inner eastern alignment; • Initially reduce traffic flows in the majority of residential areas in the city.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Not directly benefit the travel of those households without access to a car or those members of society who do not drive. The forecast reduction in bus patronage may affect the viability of bus services, which is likely to disproportionately impact groups including women, children and older people; • Improve accessibility for rural residents with access to a car for journeys to selected destinations, potentially including the Enterprise Zone; and • Increase traffic flows on some cross city road links and initially reduce flows on other cross city road links and have a net benefit on severance on key cross city corridors.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 2 out of 11 respondents supported this option. • In the public engagement 460 0f 808 respondents put 'increase capacity - new roads, river crossing' in their top 3 transport improvements that would be most effective for Hereford.
	Public acceptability of the option						
Deliver-ability	Technical/practical feasibility (successful implementation and technological barriers)						• The option would require either Development Consent Order or planning permission and land acquisition or Compulsory Purchase Orders. The likelihood of securing permission is lessened due to the environmental impact of the scheme on protected sites to the east of the city; and • 7-10 years to fully implement (assuming funding were available), representing a major infrastructure project requiring detailed design, approvals and construction.
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						• Estimated capital costs of £155m and £0.1m annual revenue costs. • The option will not impact on Council tax, business rates or parking revenues; • Some cost risks associated with the option. Major road schemes typically experience an increase in costs as more detailed design work is carried out and construction costs outstrip the assumed levels of inflation; and • Regional and national funding bodies have new roads within their current infrastructure plans.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 15b: Full Eastern Bypass without Southern Link Road

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Generate more short distance journeys by car; • Provide another link across the river and potentially increase network resilience to climate change events such as flooding. The option would provide fewer additional links in the network compared to Option 15a; and • Lead to a forecast of less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Provide a new road link in close proximity to Lower Bullingham and Holmer West SUEs and the Enterprise Zone and some vehicle journeys to and from these locations would make use of the new road. The new road link would be less well related to Three Elms SUE, the Edgar Street Grid, the City Centre, Widemarsh and Holmer Road employment areas. Vehicle trips to the Enterprise Zone from the A465 would still need to travel through South Hereford, unlike Option 15a; • Deliver an initial 11% reduction in 'over capacity queues, a 2% reduction in 'total travel time' and 12% reduction in delay and congestion at key junctions in the city centre; and • The option would provide a second strategic road link across the river. The option would provide fewer additional links in the network compared to Option 15a.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Initially deliver a 22% reduction in flows on roads in AQMA; • Construct a new viaduct over the River Wye River Wye (SAC/WFD protected area) and flood plain. Likely to have a adverse effect on water quality during construction phase and overall flood risk; • Cause loss of priority habitat, damage to integrity and features of identified priority habitats located east and north east of Hereford (ancient and semi-ancient woodland at Brainton Wood) and cause significant impacts to SSSI sites (Lugg and Hampton Meadows) and Broadlands Local Nature Reserve with loss of/damage to sites; • Have significant landscape and visual impacts, constituting new infrastructure in a greenfield location; • Pass close to numerous scheduled monuments (Rotherwas House and chapel, Tupsley ring ditches, Lugg Bridge) and listed buildings, affecting the integrity of the sites – inner eastern alignment; • Initially reduce traffic flows in the majority of residential areas in the city.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Not directly benefit the travel of those households without access to a car or those members of society who do not drive. The forecast reduction in bus patronage may affect the viability of bus services, which is likely to disproportionately impact groups including women, children and older people; • Improve accessibility for rural residents with access to a car for journeys to selected destinations, potentially including the Enterprise Zone; and • Increase traffic flows on some cross city road links and initially reduce flows on other cross city road links and would initially have a net benefit on severance on key cross city corridors.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 1 out of 11 respondents supported this option. • In the public engagement 460 0f 808 respondents put *'increase capacity - new roads, river crossing'* in their top 3 transport improvements that would be most effective for Hereford.
	Public acceptability of the option						
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)						• The option would require either Development Consent Order or planning permission and land acquisition or Compulsory Purchase Orders. The likelihood of securing permission is lessened due to the environmental impact of the scheme on protected sites to the east of the city; and • 7-10 years to fully implement (assuming funding were available), representing a major infrastructure project requiring detailed design, approvals and construction.
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						• Estimated capital costs of £125m and £0.1m annual revenue costs. • The option will not impact on Council tax, business rates or parking revenues; • Some cost risks associated with the option. Major road schemes typically experience an increase in costs as more detailed design work is carried out and construction costs outstrip the assumed levels of inflation; and • Regional and national funding bodies have new roads within their current infrastructure plans.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 15c: Eastern Link

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Enable more short distance journeys by be made by car; • Provide another link across the river and potentially increase network resilience to climate change events such as flooding. The option would provide fewer additional links in the network compared to Option 15a and 15b; and • Lead to a forecast of less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• The option would provide a new road link in close proximity to Lower Bullingham SUEs and the Enterprise Zone. Some vehicle journeys to and from these locations would make use of the new road. The road link would be less well related to Three Elms and Holmer West SUEs and Edgar Street Grid. The option would be poorly related to the City Centre, Widemarsh and Holmer Road employment areas; • Deliver an initial 14% reduction in 'over capacity queues', 2% in total travel time and 8% reduction in delay and congestion at key junctions in city centre; and • The option would provide a second strategic road link across the river, providing some additional network resilience. The option would provide fewer additional links in the network compared to Option 15a and 15b.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Initially deliver a 14% reduction in flows on roads in AQMA; • Construct a new viaduct over the River Wye River Wye (SAC/WFD protected area) and flood plain and is likely to have a adverse effect on water quality during construction phase. Construction of bridge piers in the flood plain will cause an adverse impact to flood risk; • Loss of priority habitat, damage to integrity and features of identified priority habitats located east and north east of Hereford. • Have significant landscape and visual impacts, constituting new infrastructure in a greenfield location; • Cross part of one scheduled monuments(Rotherwas House and chapel) and run close to another (Tupsley ring ditches) and pass close to listed buildings, affecting the integrity of the sites; • Initially reduce traffic flows in the majority of residential areas in the city. The traffic is likely to reroute onto the bypass in preference to travelling through residential neighbourhoods.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Not directly benefit the travel of those households without access to a car or those members of society who do not drive. The forecast reduction in bus patronage may affect the viability of bus services, which is likely to disproportionately impact groups including women, children and older people; • Improve accessibility for rural residents with access to a car for journeys to selected destinations, potentially including the Enterprise Zone; and • Increase traffic flows on some cross city road links and initially reduce flows on other cross city road links and would initially have a net benefit on severance on key cross city corridors.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the option						• 1 out of 11 respondents supported this option. • In the public engagement 460 of 808 respondents chose *'increase capacity - new roads, river crossing'* in their top 3 transport improvements that would be most effective for Hereford.
	Public acceptability of the option						
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)						• The option would require either Development Consent Order/Planning permission and land acquisition or Compulsory Purchase Orders. The likelihood of securing permission is lessened due to the environmental impact of the scheme on protected sites to the east of the city; and • 4-6 years to fully implement (assuming funding were available), representing a major infrastructure project requiring detailed design, approvals and construction.
	Legal powers						
	Implementation timescale of the option						
Affordability	Capital cost of the option						• Estimated capital costs of £55m and £0.06m annual revenue costs; • The option will not impact on Council tax, business rates or parking revenues; • Some cost risks associated with the option. Major road schemes typically experience an increase in costs as more detailed design work is carried out and construction costs outstrip the assumed levels of inflation; and • Regional and national funding bodies have new roads within their current infrastructure plans.
	Revenue cost of the option/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the option						
	Likelihood of funding						

Option 15d: Eastern River Crossing

		Average scoring					Impact of the option
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Enable more short distance journeys by be made by car; • Provide another link across the river and potentially increase network resilience to climate change events such as flooding. The option would provide fewer additional links in the network compared to Option 15a, 15b and 15c; and • Lead to a forecast of less than 2% change in tonnes of carbon.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• The option would provide a new road link to in close proximity to Lower Bullingham SUEs and the Enterprise Zone. Some vehicle journeys to and from these locations would make use of the new road. The new road link would be less well related to Three Elms and Holmer West SUEs and Edgar Street Grid. The option would be poorly related to the City Centre, Widemarsh and Holmer Road employment areas; • Deliver an initial 8% reduction in 'over capacity queues', 1% reduction in total travel time and 6% reduction in delay and congestion at key junctions in city centre; and • The option would provide a second strategic road link across the river, providing some additional network resilience. The option would provide fewer additional links in the network compared to Option 15a, b and c.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Initially deliver a 12% reduction in flows on roads in AQMA; • Construct a new viaduct over the River Wye River Wye (SAC/WFD protected area) and flood plain and is likely to have a adverse effect on water quality during construction phase. Construction of bridge piers in the flood plain will cause an adverse impact to flood risk; • Have the potential for loss of /damage to priority habitat sites located east of Hereford and River Wye SSSI; • Have significant landscape and visual impacts, constituting new infrastructure in a greenfield location; • Pass close to scheduled monuments (Rotherwas house and chapel) and listed buildings, affecting the integrity of the sites; • Initially reduce traffic flows in the majority of residential areas in the city. The traffic is likely to reroute onto the bypass in preference to travelling through residential neighbourhoods.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Not directly benefit the travel of those households without access to a car or those members of society who do not drive. The forecast reduction in bus patronage may affect the viability of bus services, which is likely to disproportionately impact groups including women, children and older people; • Improve accessibility for rural residents with access to a car for journeys to selected destinations, potentially including the Enterprise Zone; and • Increase traffic flows on some cross city road links and initially reduce flows on other cross city road links and would initially have a net benefit on severance on key cross city corridors.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	• Stakeholder acceptability of the option						• 2 out of 11 respondents supported this option. • In the public engagement 460 0f 808 respondents put *'increase capacity - new roads, river crossing*' in their top 3 transport improvements that would be most effective for Hereford.
	• Public acceptability of the option						
Deliverability	• Technical/practical feasibility (successful implementation and technological barriers)						• The option would require either Development Consent Order or planning permission and land acquisition or Compulsory Purchase Orders. The likelihood of securing permission is lessened due to the environmental impact of the scheme on protected sites to the east of the city; and • 4-6 years to fully implement (assuming funding were available), representing a major infrastructure project requiring detailed design, approvals and construction.
	• Legal powers						
	• Implementation timescale of the option						
Affordability	• Capital cost of the option						• Estimated capital costs of £42m and £0.04 annual revenue costs. • The option will not impact on Council revenues. • Some cost risks associated with the option. Major road schemes typically experience an increase in costs as more detailed design work is carried out and construction costs outstrip the assumed levels of inflation. • Regional and national funding bodies have funding programmes within their infrastructure plans.
	• Revenue cost of the option/impact on Council revenues						
	• Risk of cost increases						
	• Initial value for money of the option						
	• Likelihood of funding						

Appendix C – Package Assessment Framework

Package A (Focus on Walking and Cycling)

		Average scoring					Impact of the package
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target					■	• Forecast to lead to a 10% reduction in tonnes of carbon, 9% reduction in vehicle kms, 9% reduction in the number of trips by car for short journeys; • Low/medium increase in embodied carbon; • Provides wider travel choice and more up to date information on travel conditions although this will not be sufficient to address all climate change events on the transport network.
	O2: The need to travel is reduced and travel distance is reduced				■		
	O3: The amount of resources and energy used in the transport system is minimised				■		
	O4: The transport system is flexible and adaptable to climate change and future needs				■		
Economy	O5: Reliable and efficient movement of people and goods and provision of services				■		• Forecast to deliver a large beneficial reduction in delay and congestion (-14% in queues), small reduction in journey times along key corridors (-3%) and a 4% reduction in bus trips; • Supports new development and employment sites, training and education with additional sustainable transport plus travel promotion and information, including new routes specifically designed to serve these areas; • Forecast to lead to a beneficial reduction in city centre congestion (-7%); • Widens route choice but does not create any new road links to increase network resilience.
	O6: The transport system facilitates sustainable development					■	
	O7: Transport supports a thriving local economy				■		
	O8: A more resilient transport system				■		
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live				■		• Forecast to deliver a 8% reduction in traffic flows on roads in the Air Quality Management Areas and a beneficial mode shift (5%) towards less polluting modes; • Negligible impact on water quality, designated sites and cultural heritage. Park and Choose sites will have some impact on the landscape but this could be mitigated by careful site selection; • Creates new public spaces and improves paving/planting as part of cycling and walking infrastructure; • Restricts through traffic in residential areas and introduces school streets which will make residential areas more pleasant to live; • Delivers measures which work in combination to improve sustainable travel to the city centre and footfall in the city centre.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain			■			
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)			■			
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit					■	
Society	O13: The transport system facilitates improved public health through more active lifestyles					■	• Contains measures which provide opportunities to make people more active by cycling and walking and enable people to cycle and walk as part of longer journeys made by public transport; • Provides affordable modes of travel, promotion and information and mobility hubs which provide significant benefit to many sectors of society including those without access to a car; • Mobility hubs will provide some benefit to improve accessibility to services and facilities for rural residents; • Delivers safer road crossings, cycleways to separate cyclists from traffic and reduces traffic speeds and volumes on residential streets; • Enhances waiting facilities at key locations to improve passenger confidence and safety; • Forecast to lead to a 12% reduce in vehicle movements through Noise Important Areas.
	O14: All sectors of society have easy and affordable access to the services and facilities they need				■		
	O15: The transport network is safe and secure for everyone to use confidently				■		
	O16: The adverse impacts of transport on communities are reduced, including severance and noise					■	
Acceptability	Stakeholder acceptability of the package				■		• Package scored 87% on Stakeholder acceptability (average score of the elements); • Contains 2 of the top 5 ranking interventions (safer routes to school and improved walking and cycling infrastructure). The public were not directly asked about promotional campaign, shared mobility solutions or mobility hubs.
	Public acceptability of the package			■			
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)					■	• Most elements delivered in places with similar characteristics to Hereford but several elements have aspects which constitute emerging practice; • Some minor challenges over the app based solutions; • Certain mobility hubs may require land purchase and/or require planning permission and requirements for TROs to be amended or introduced; • Most elements could be delivered in 3 years but some may take longer e.g. promotional campaigns and improved walking and cycling infrastructure.
	Legal powers				■		
	Implementation timescale of the package				■		
Affordability	Capital cost of the package				■		• Capital cost: £57,350,000 and Revenue cost: £2,385,000 pa; • Not anticipated to have significant impact on parking revenues, council tax and business rate receipts; • Some aspects e.g. school streets and low traffic neighbourhoods will require greater consideration and pose a higher level of risk; • Shared mobility solutions and mobility hubs are more recent concepts and there is less clear evidence of funding bodies responding to these types of solutions in smaller cities.
	Revenue cost of the package/impact on Council revenues				■		
	Risk of cost increases					■	
	Initial value for money of the package					■	
	Likelihood of funding				■		

Package A + B (Walking and Cycling, plus Bus)

		Average scoring					Impact of the package
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target					■	• Forecast to lead to a 10% reduction in tonnes of carbon, 9% reduction in vehicle kms and 15% reduction in the number of trips by car for short journeys; • Medium increase in embodied carbon; • Provides wider travel choice and more up to date information on travel conditions alongside flexible route choice from DRT buses.
	O2: The need to travel is reduced and travel distance is reduced					■	
	O3: The amount of resources and energy used in the transport system is minimised			■			
	O4: The transport system is flexible and adaptable to climate change and future needs				■		
Economy	O5: Reliable and efficient movement of people and goods and provision of services					■	• Forecast to deliver a large beneficial reduction in delay and congestion across Hereford (-15% in queues), 3% reduction in journey times along key corridors and 19% increase in bus trips; • Supports new development and access to employment sites, training opportunities and education with additional sustainable transport, alongside travel promotion and information; • Forecast to lead to a beneficial reduction in city centre congestion (-7%); • Combines improved active travel infrastructure and promotion and information alongside improved bus services which work in combination to significantly improve modal choice.
	O6: The transport system facilitates sustainable development					■	
	O7: Transport supports a thriving local economy				■		
	O8: A more resilient transport system					■	
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live					■	• Forecast to deliver a 19% reduction in traffic flows on roads in the Air Quality Management Areas and 5% mode shift towards less polluting modes; • Negligible impact on water quality, designated sites and cultural heritage. Park and Choose sites will have some impact on the landscape but this could be mitigated by careful site selection; • The adoption of electric buses will reduce noise in residential areas; • Contains elements which work in combination to provide a marked improvement in accessing the city centre by sustainable modes and encouraging footfall in the city centre.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain			■			
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)			■			
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit					■	
Society	O13: The transport system facilitates improved public health through more active lifestyles					■	• Contains elements which work in combination to encourage people to use the bus as well as enabling people to cycle and walk as part of longer journeys made by public transport; • Provides affordable modes of travel, promotion and information, mobility hubs, improved bus frequency and bus priority which will provide significant benefit to many sectors of society including those without access to a car; • The improved bus frequency will allow rural residents to more easily transfer from other modes and DRT would widen access to bus services for rural residents; • Increases bus frequency and bus priority measures which will encourage confidence in the reliability of this mode; • Forecast to lead to a 12% reduction in vehicle movements through the Noise Important Areas.
	O14: All sectors of society have easy and affordable access to the services and facilities they need					■	
	O15: The transport network is safe and secure for everyone to use confidently					■	
	O16: The adverse impacts of transport on communities are reduced, including severance and noise					■	
Acceptability	Stakeholder acceptability of the package				■		• Scored 85% on Stakeholder acceptability (average score of all elements); • Contains 3 of the top 5 ranking interventions (invest in the bus network, safer routes to school and improved walking and cycling infrastructure). The public were not directly asked about promotional campaign, shared mobility solutions, bus priority, DRT, Mobility Hubs or improved school bus.
	Public acceptability of the package				■		
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)			■			• Limited examples where other Local Authorities have gone substantially beyond their statutory responsibilities to fund travel to school by bus and there are few examples of where DRT services have operated consistently over a period of time; • Significant issues over how an electric hopper bus system could be introduced to Hereford, due to the Bus Services Act 2017; • Most elements could be delivered in 4 years however some elements will take longer to be implemented.
	Legal powers	■					
	Implementation timescale of the package			■			
Affordability	Capital cost of the package			■			• Capital Cost: £75,860,000 and Revenue Cost: £5,885,000 pa; • Some aspects (e.g. school streets, low traffic neighbourhoods, electric hopper bus and DRT) will require greater consideration and pose a higher level of risk including revenue support for the bus service operation; • There are no known external funding sources for widened entitlement to school transport.
	Revenue cost of the package/impact on Council revenues		■				
	Risk of cost increases			■			
	Initial value for money of the package				■		
	Likelihood of funding		■				

Package A + B + C (Walking and Cycling, Bus and Demand Management

		Average scoring					Impact of the package
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target					■	• Forecast to result in a 10% reduction in tonnes of carbon, 9% reduction in vehicle kms and 17% reduction in the number of trips by car for short journeys; • Medium increase in embodied carbon; • Provides wider travel choice and more up to date information on travel conditions alongside flexible route choice from DRT. Some of the ITS measures would provide better information on climate change impacts affecting the transport network.
	O2: The need to travel is reduced and travel distance is reduced					■	
	O3: The amount of resources and energy used in the transport system is minimised			■			
	O4: The transport system is flexible and adaptable to climate change and future needs				■		
Economy	O5: Reliable and efficient movement of people and goods and provision of services					■	• Forecast to deliver a 15% reduction in delay and congestion, 4% reduction in journey times along key corridors and 20% increase in bus trips; • Motor vehicle journeys to the SUEs, Enterprise Zone, other new developments, employment sites, training opportunities and education which use the main corridors are likely to benefit from ITS elements; • Forecast to lead to a beneficial reduction in city centre congestion (-8%); • Some of the proposed ITS measures will help travellers make more informed decisions; • Combines improved active travel infrastructure and promotion and information alongside improved bus services which work in combination to significantly improve modal choice.
	O6: The transport system facilitates sustainable development					■	
	O7: Transport supports a thriving local economy				■		
	O8: A more resilient transport system					■	
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live				■		• Forecast to deliver a 9% reduction in traffic flows on roads in the Air Quality Management Areas and 6% mode shift towards less polluting modes; • Negligible impact on water quality, designated sites and cultural heritage. Park and Choose sites will have some impact on the landscape but this could be mitigated by careful site selection; • ITS elements are likely to be associated with the installation of new signs and street furniture which might have some adverse impacts on the streetscape; • Introducing demand management will lead to a range of responses (more people cycling, walking or catching the bus into the city centre vs some people shopping less regularly within the city centre).
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain			■			
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)			■			
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit					■	
Society	O13: The transport system facilitates improved public health through more active lifestyles					■	• In addition to Packages A + B the demand management measures will encourage a mode shift from private motor vehicle to public transport with consequential benefits on physical activity; • Demand management measures will either reduce parking supply or place additional costs on vehicle travel; • Forecast to lead to a 12% reduction in vehicle movements through the Noise Important Areas.
	O14: All sectors of society have easy and affordable access to the services and facilities they need				■		
	O15: The transport network is safe and secure for everyone to use confidently					■	
	O16: The adverse impacts of transport on communities are reduced, including severance and noise					■	
Acceptability	Stakeholder acceptability of the package				■		• Scored 82% on Stakeholder acceptability (average score of all elements); • Contains 3 of the top 5 ranking interventions (invest in the bus network, safer routes to school and improved walking and cycling infrastructure). The public were not directly asked about promotional campaign, shared mobility solutions, bus priority, DRT, mobility hubs, improved school bus or ITS.
	Public acceptability of the package			■			
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)			■			• Workplace Parking Levy is limited to Nottingham although other authorities are considering this measure. However, other parking charge regimes are commonplace across the UK; • The level of technological difficulty for demand management would depend on which measures are progressed and in what combination; • The consents required and their chance of success would depend on which demand management measures are progressed and in what combination; • Most elements could be delivered in 4 years however some elements will take longer to be implemented.
	Legal powers	■					
	Implementation timescale of the package			■			
Affordability	Capital cost of the package			■			• Capital Cost: £79,860,000 and Revenue Cost: £5,465,000 pa; • The net effect of demand management on parking revenue is uncertain in that higher charges would probably generate greater revenue although a reduction in parking spaces could lead to a decrease in revenue; • The costs of ITS and demand management will depend upon the type of intervention being delivered; • Most of the demand management measures tend to be funded by the organisation that will operate them on the assumption that future income will cover costs.
	Revenue cost of the package/impact on Council revenues		■				
	Risk of cost increases			■			
	Initial value for money of the package				■		
	Likelihood of funding		■				

Package A + C + D (Walking and Cycling, Demand Management and Western Bypass

		Average scoring					Impact of the package
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target				■		• Forecast to result in a 3% reduction in tonnes of carbon, less than 2% increase in vehicle kms and 17% reduction in the number of trips by car for short journeys; • High increase in embodied carbon, the largest impact coming from the construction of the Western Bypass; • The Western Bypass will provide an additional link across the river and will increase network resilience to climate change events.
	O2: The need to travel is reduced and travel distance is reduced				■		
	O3: The amount of resources and energy used in the transport system is minimised	■					
	O4: The transport system is flexible and adaptable to climate change and future needs					■	
Economy	O5: Reliable and efficient movement of people and goods and provision of services				■		• Forecast to deliver a 29% reduction in delay and congestion, 7% reduction in journey times along key corridors and 3% reduction in bus trips; • The Western Bypass route alignment will run close to Three Elms, Holmer West and Lower Bullingham SUEs, providing a new route to these developments; • Forecast to lead to a beneficial reduction in city centre congestion (-19%); • The Western Bypass will improve vehicle access to the Enterprise Zone from certain origins but will be less well related to the City Centre, Widemarsh and Holmer Road employment areas; • The Western Bypass will provide a second strategic road link across the river, giving additional network resilience.
	O6: The transport system facilitates sustainable development					■	
	O7: Transport supports a thriving local economy					■	
	O8: A more resilient transport system					■	
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live					■	• Forecast to deliver a 27% reduction in traffic flows on roads in the Air Quality Management Areas and 5% mode shift towards less polluting modes; • The Western Bypass will have adverse impacts on the ecological, chemical and hydromorphological quality of the River Wye, Yazor Brook, Withy Brook and Newton Brook. It will have adverse impacts on designated biodiversity sites with the Southern Link Road passing through Grafton Wood ancient woodland; • The Western Bypass will have significant impact on landscape and visual effects. It will have significant impacts on a number of designated (six Grade II and one Grade II*) listed buildings and non-designated heritage assets including below ground archaeological remains/earthworks, built heritage and landscaped parks; • Contains measures intended to make residential areas more pleasant places to live, such as restricting through traffic on residential roads and introducing school streets.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain		■				
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)	■					
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit				■		
Society	O13: The transport system facilitates improved public health through more active lifestyles					■	• Contains elements which will encourage greater use of sustainable modes but these benefits will be dampened by the Western Bypass although they would be reinforced by the demand management measures; • The Western Bypass will reinforce the benefits from other elements by reducing traffic flows on some cross city corridors; • Forecast to lead to a 31% reduction in vehicle movements through the Noise Important Areas.
	O14: All sectors of society have easy and affordable access to the services and facilities they need				■		
	O15: The transport network is safe and secure for everyone to use confidently					■	
	O16: The adverse impacts of transport on communities are reduced, including severance and noise					■	
Acceptability	Stakeholder acceptability of the package			■			• Scored 68% Stakeholder acceptability (average score of all elements). The lowest scoring element was the Western Bypass which was supported by the fewest stakeholders; • Contains 3 of the top 5 ranking interventions (increase in road capacity, safer routes to school and improved walking and cycling infrastructure). The public were not directly asked about promotional campaign, shared mobility solutions, bus priority, DRT, mobility hubs, improved school bus or ITS.
	Public acceptability of the package				■		
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)				■		• The Western Bypass will require DCO or planning permissions and land acquisition or CPO; • Most elements of the package could be delivered in less than 4 years however some elements will take longer to be implemented. The Western Bypass would take longest to implement, being a major infrastructure project requiring further detailed design, approvals and construction.
	Legal powers		■				
	Implementation timescale of the package		■				
Affordability	Capital cost of the package	■					• Capital Costs: £261,350,000 and Revenue Costs: £2,123,000 pa; • High risks associated with delivery of a major road scheme such as the Western Bypass; • Gaining agreed funding for the Western Bypass is likely to depend on gaining Central Government approval.
	Revenue cost of the package/impact on Council revenues			■			
	Risk of cost increases			■			
	Initial value for money of the package			■			
	Likelihood of funding			■			

Package A + C + E (Walking and Cycling, Demand Management and Eastern Link)

		Average scoring					Impact of the package
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target						• Forecast to result in a 8% reduction in tonnes of carbon, 5% reduction in vehicle kms and 16% reduction in the number of trips by car for short journeys; • Medium/high increase in embodied carbon, the largest impact coming from the construction of the Eastern Link; • The Eastern Link will provide another link across the river, helping to increase network resilience to climate change events. However, many trips will be unaffected by this element.
	O2: The need to travel is reduced and travel distance is reduced						
	O3: The amount of resources and energy used in the transport system is minimised						
	O4: The transport system is flexible and adaptable to climate change and future needs						
Economy	O5: Reliable and efficient movement of people and goods and provision of services						• Forecast to deliver a 23% reduction in delay and congestion, 6% reduction in journey times along key corridors and 3% reduction in bus trips; • The Eastern Link will provide a new link in close proximity to Lower Bullingham SUE and the Enterprise Zone but will be less well related to the Three Elms and Holmer West SUEs and Edgar Street Grid; • Forecast to lead to a 18% reduction in city centre congestion; • The Eastern Link will improve access to the Enterprise Zone from journeys from some origins but would be poorly related to the City Centre, Widemarsh and Holmer Road employment areas. Vehicle trips to the Enterprise Zone will still need to travel through Hereford from certain radial routes including A465 (south-west), A49 north and A4103; • The Eastern Link will provide a new river crossing, giving additional network resilience.
	O6: The transport system facilitates sustainable development						
	O7: Transport supports a thriving local economy						
	O8: A more resilient transport system						
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live						• Forecast to deliver a 21% reduction in traffic flows on roads in the Air Quality Management Areas and 5% mode shift towards less polluting modes; • The Eastern Link will cross over a large area of the River Wye floodplain and is likely to have an adverse impact with flood relief measures required. There are likely to be complex hydrological relationships existing between the River Wye SAC, the River Lugg, Lugg and Hampton Meadows SSSI, Lugg Rhea and the wider floodplain. It is likely to have significant adverse impacts on the designated features of River Wye SAC, River Lugg SSSI and the Lugg and Hampton Meadows SSSI; • The Eastern Link will have significant impact on landscape and visual effects, with new infrastructure in greenfield locations. It will cross part of one scheduled monument (Rotherwas House and Chapel) and close to another (Tupsley Ring Ditches) and pass close to listed buildings (two Grade II and one Grade II*); • The Eastern Link will lead to an increase in traffic flow in some residential areas within north-east Hereford and further east (Lugwardine and Bartestree).
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain						
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)						
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit						
Society	O13: The transport system facilitates improved public health through more active lifestyles						• Contains elements which encourage greater use of sustainable modes. These benefits would be dampened by the Eastern Link although they would be reinforced by the demand management measures; • The Eastern Link will reinforce the benefits of other elements by reducing these traffic flows on the key cross city corridors; • Forecast to lead to a 21% reduction in vehicle movements through the Noise Important Areas.
	O14: All sectors of society have easy and affordable access to the services and facilities they need						
	O15: The transport network is safe and secure for everyone to use confidently						
	O16: The adverse impacts of transport on communities are reduced, including severance and noise						
Acceptability	Stakeholder acceptability of the package						• Scored 65% Stakeholder acceptability (average score of all elements). The lowest scoring element was the Eastern Link which was supported by the fewest stakeholders; • Contains 3 of the top 5 ranking interventions (increase in road capacity, safer routes to school and improved walking and cycling infrastructure). The public were not directly asked about promotional campaign, shared mobility solutions, bus priority, DRT, mobility hubs, improved school bus or ITS.
	Public acceptability of the package						
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)						• The Eastern Link will require DCO or planning permissions and land acquisition or CPO; • Most elements could be delivered in less than 4 years however some elements will take longer to be implemented. The Eastern Link would take longest to implement, being a major infrastructure project requiring detailed design, approvals and construction.
	Legal powers						
	Implementation timescale of the package						
Affordability	Capital cost of the package						• Capital Cost: £126,350,000 and Revenue Cost: £2,047,000 pa; • High risks associated with the delivery of a major road scheme such as the Eastern Link; • Gaining agreed funding for the Eastern Link is likely to depend on gaining Central Government or LEP approval.
	Revenue cost of the package/impact on Council revenues						
	Risk of cost increases						
	Initial value for money of the package						
	Likelihood of funding						

Package A + C + F (Walking and Cycling, Demand Management and Eastern River Crossing)

		Average scoring					Impact of the package
Climate Emergency	O1: The reduction of carbon emissions from the transport sector is accelerated to reach the County's 2030 net zero emissions target				■		• Forecast to result in a 9% reduction in tonnes of carbon, 7% reduction in vehicle kms and 16% reduction in the number of trips by car for short journeys; • Medium/high increase in embodied carbon, the largest impact coming from the construction of the Eastern River Crossing; • The Eastern River Crossing will provide another link across the river, helping to increase network resilience to climate change events. However, many trips will be unaffected by this element.
	O2: The need to travel is reduced and travel distance is reduced					■	
	O3: The amount of resources and energy used in the transport system is minimised		■				
	O4: The transport system is flexible and adaptable to climate change and future needs				■		
Economy	O5: Reliable and efficient movement of people and goods and provision of services				■		• Forecast to deliver a 22% reduction in delay and congestion, 5% reduction in journey times along key corridors and 3% reduction in bus trips; • The Eastern River Crossing will provide a new link in close proximity to Lower Bullingham SUE and the Enterprise Zone but will be less well related to the Three Elms and Holmer West SUEs and Edgar Street Grid; • Forecast to lead to a 15% reduction in city centre congestion; • The Eastern River Crossing will improve access to the Enterprise Zone from journeys from some origins but will be poorly related to the City Centre, Widemarsh and Holmer Road employment areas. Vehicle trips to the Enterprise Zone will still need to travel through Hereford from certain radial routes including A465 (south-west), A49 north and A4103; • The Eastern River Crossing will provide a new river crossing, giving additional network resilience.
	O6: The transport system facilitates sustainable development					■	
	O7: Transport supports a thriving local economy					■	
	O8: A more resilient transport system					■	
Environment	O9: A reduction in key air pollutants (nitrogen oxides and particulates), especially where people live					■	• Forecast to deliver a 19% reduction in traffic flows on roads in the Air Quality Management Areas and 5% mode shift towards less polluting modes; • The Eastern River Crossing will cross over a large area of the River Wye floodplain and is likely to have an adverse impact with flood relief measures required. There are likely to be complex hydrological relationships existing between the River Wye SAC, the River Lugg, Lugg and Hampton Meadows SSSI, Lugg Rhea and the wider floodplain. It is likely to have significant adverse impacts on the designated features of River Wye SAC; • The Eastern River Crossing will have significant impact on landscape and visual effects, with new infrastructure in greenfield locations. It will cross part of one scheduled monument (Rotherwas House and Chapel) and pass close to listed buildings (two Grade II and one Grade II*), affecting the integrity of sites; • The Eastern River Crossing will lead to an increase in traffic flow in some residential areas within east Hereford between the Hampton Park Road and Ledbury Road.
	O10: A transport system that protects, conserves and enhances Herefordshire's natural environment, including delivering biodiversity net gain	■					
	O11: A transport system that protects, conserves and enhances Herefordshire's character and built environment (heritage and townscape)	■					
	O12: The transport system contributes to creating attractive and high-quality places to live, work and visit				■		
Society	O13: The transport system facilitates improved public health through more active lifestyles					■	• Provide measures to encourage greater use of sustainable modes but these benefits would be dampened by the Eastern River Crossing although they would be reinforced by the demand management measures; • The Eastern River Crossing will reinforce the benefits from other elements by reducing these traffic flows on the key cross city corridors; • Forecast to lead to a 19% reduction in vehicle movements through Noise Important Areas.
	O14: All sectors of society have easy and affordable access to the services and facilities they need				■		
	O15: The transport network is safe and secure for everyone to use confidently				■		
	O16: The adverse impacts of transport on communities are reduced, including severance and noise					■	
Acceptability	Stakeholder acceptability of the package			■			• Scored 68% Stakeholder acceptability (average score of all elements). The lowest scoring element was the Eastern River Crossing which was supported by the fewest stakeholders; • Contains 3 of the top 5 ranking interventions (increase in road capacity, safer routes to school and improved walking and cycling infrastructure). The public were not directly asked about promotional campaign, shared mobility solutions, bus priority, DRT, mobility hubs, improved school bus or ITS.
	Public acceptability of the package				■		
Deliverability	Technical/practical feasibility (successful implementation and technological barriers)				■		• The Eastern River Crossing will require DCO or planning permissions and land acquisition or CPO; • Most elements could be delivered in less than 4 years however some elements will take longer to be implemented. The Eastern River Crossing would take longest to implement, being a major infrastructure project requiring detailed design, approvals and construction.
	Legal powers		■				
	Implementation timescale of the package		■				
Affordability	Capital cost of the package		■				• Capital Costs: £113,350,000 and Revenue Costs: £2,057,000 pa; • High risks associated with the delivery of a major road scheme such as the Eastern River Crossing; • Gaining agreed funding for the Eastern River Crossing is likely to depend on gaining Central Government or LEP approval.
	Revenue cost of the package/impact on Council revenues			■			
	Risk of cost increases			■			
	Initial value for money of the package				■		
	Likelihood of funding			■			

MOTT MACDONALD rea

Technical Note

Project:	Hereford Transport Strategy Review		
Our reference:	417997-MMD-MAN-XX-TN-TA-0018 Ver 2	**Your reference:**	-
Prepared by:	Mark Harrison	**Date:**	30/09/20
Approved by:	Martin Revill	**Checked by:**	Ed Ducker
Subject:	Critical Friend - Summary of Findings		

Executive summary

Mott MacDonald (MM) has been appointed by Herefordshire Council (HC) to undertake the role of a 'critical friend', providing an independent study of the Hereford Transport Strategy Review (HTSR) currently being developed by the Council and its consultants WSP.

The Hereford Transport Strategy Review report presents the work undertaken in a clear way and summary graphics such as the radar diagrams in Chapters 7 and 8 help to draw out the conclusions of the technical work. Given the very limited time available the intention of this 'critical friend' support has not been to check any of the scoring or technical work which underpins the strategy. Instead, the focus has been a review that provides additional interpretation of the work, to review the clarity in presenting the strategy, and to pose questions on the way forward where appropriate.

The headline conclusions of the critical friend review relate to the following areas and are presented here by way of executive summary. A more detailed presentation of some of the issues addressed in the review follows in sections 1 and 2. There several themes identified which we feel would be worth further consideration before the authority progresses with adoption of the strategy:

1. The balance and clarity of reporting against objectives
2. The level of detail available for some options
3. The packaging of options
4. Induced traffic
5. Covid-19 response and future uncertainty

Balance and clarity of reporting against objectives

Within the Transport Strategy Review there is a large amount of detail on modelled percentage impacts upon the highway network as a result of the various options. This is all technically interesting detail however it detracts from what is required within a strategy, namely establishing the issues to be addressed, the objectives and what options perform most strongly in contributing to meeting the objectives. This information on the identification and assessment of objectives is all present, and includes information on a series of indicators across the 'balanced scorecard' of those objectives demonstrating the performance of packages in tackling the climate emergency, achieving Hereford's growth and economic ambitions, and in meeting broader targets for environmental sustainability and a fairer society.

The emphasis on modelling results risks focussing debate on a limited number of metrics, and on those options that bring the greatest congestion benefits, which the radar diagrams in Chapter 7 demonstrate are

not necessarily what is required for scoring positively against other outcomes relating to, for example, climate emergency and environment. There is a risk that the focus on such metrics from the modelled outputs 'hides' the benefits and disbenefits of some packages in achieving the adopted objectives. This needs to be kept in mind if these options are taken forward to the next stages of the Transport Appraisal Process. For example, given policy ambitions such as a 100% reduction in greenhouse gas emissions by 2050 it is likely that climate emergency and net zero will be key considerations for future transport infrastructure funding, as will considerations around social and distributional impacts.

There is also a point of clarity when examining some of the congestion metrics, as it is unclear within the strategy reporting exactly what some of these congestion data refer to, and where and when any decongestion benefits are likely to be seen.

Level of detail available for some options

Some options appear to have been developed and tested much more rigorously than others, which is understandable at a strategy development stage, and given the history of some proposals. For instance, given its long development history there is understandably far more detail available to support the western bypass. It is important that this doesn't result in an unconscious bias towards this option, compared with other options which could provide valid contributions towards the strategy objectives. It is important that the presentation of some of the less developed options allows for this nuance and ensures clarity in explaining the contributions to strategy objectives of some of these less well-developed options and packages.

Packaging of options

Clear presentation and explanation of how the package combinations have been tested would be helpful to the reader. For instance, Package A is shown in all packaging combinations due to its strong support from stakeholders and performance in terms of contribution towards strategy objectives, and it is important to emphasise that this is the case. In a similar way, Package C is included in all three road improvement options. There is the potential that without clear presentation of the rationale for the packaging, it could be perceived that active modes and demand management measures may be used to improve the performance of the road options, or at least present the perception that this is the case. It is also important that the packaging is presented in such a way that stakeholders and decision makers truly understand the contribution of specific packages to the achievement of objectives. The testing of combinations of packages that includes packages A and C within multiple tests has the potential to hide the impacts of some packages.

Induced traffic

Rationale for the use of the Hereford Transport Model (HTM) and the assumptions and prospective limitations are clearly laid out on p58. This page also explains the issue of induced traffic, where 'new' traffic appears once the capacity of the road network is increased. The strategy correctly notes that this may overestimate the congestion benefits identified within the road schemes, particularly over the longer term. Traffic could be induced from local or regional journeys. HTM is not able to reassign longer distance transfers which could be made as a result of any of the options and therefore it is not possible to conclusively estimate induced traffic from the data available.

The Impact of Road Projects in England Report[1] examined new schemes on the Strategic Road Network over a 20-year period using information within Highways England's Post Opening Project Evaluation (POPE) reports. The researchers found evidence that road schemes induce traffic, often far above background trends over the longer term and show little evidence of economic benefit to local economies.

[1] Transport for Quality of Life on behalf of CPRE (March 2017) https://www.cpre.org.uk/wp-content/uploads/2019/11/TheZendZofZtheZroad.pdf

While many schemes appeared to show improvements one year after opening, only one showed positive evidence of improved reliability in journey times five years after opening, when reliability improvements can be rapidly eroded by induced traffic.

In 2018 the Department for Transport commissioned an evidence review on induced travel demand[2]. The work drew several tentative conclusions, of which the following is of most relevance to the Transport Strategy Review:

Induced demand is likely to be higher for capacity improvements in urban areas or on highly congested routes. There is little evidence that extreme levels of induced demand would occur on the Strategic Road Network although on highly congested parts of the network there may be a clear localised response.

One interpretation from this is that a highway capacity improvement scheme that delivers the highest congestion relief, especially if it is in an urban area, could be the most likely to induce additional demand.

Covid-19 response and future uncertainty

Page 90 of the Transport Strategy Review considers the impact of Covid-19 upon travel. A sensitivity test has been undertaken to see the impact of 20% less peak hour travel demand. This demonstrates a benefit in reducing peak hour congestion and journey times and the assumptions made appear reasonable.

Another approach to understanding he impact of Covid-19, which if nothing else has demonstrated the uncertainty of the future, even in the short term, would be to address the strategy by moving away from modelled forecast impacts. The current period of regime transition towards a new form of mobility system that supports a future society in which working, education, leisure, and consequent travel patterns have changed so dramatically in a short period of time suggests an alternative approach may be appropriate. Technological innovation, travel behaviour change, as well as the impact of the Covid-19 pandemic all lead to deep uncertainty around how we plan for transport in the future.

Traditional transport planning has been driven by adhering to trends and the nature of the world we have known. This has resulted in the forecast led paradigm commonly known as 'predict and provide'. Planning for the future by solely looking in the rear-view mirror is no longer adequate in the face of the opportunities, threats and uncertainties ahead. What is required is strong planning that is vision-led, and which negotiates uncertainty to achieve more resilient decision making. Data will still need to be used to differentiate approaches within a vision, however it is vital that overreliance on metrics which may no longer be appropriate do not cloud the aims of a strategy.

Scenario planning offers a technique which instead of forecasting a single future, develops scenarios by identifying key uncertainties which depict multiple plausible futures. One of the benefits of scenario planning is that it removes some of our biases and assumptions about what we think the future will be, by drawing our attention to the multiplicity of futures which could occur. Furthermore, the technique helps us to imagine the future we want to see, rather than an unsatisfactory future planned for using the common 'predict and provide' regime.

1. Introduction

1.1 Project context

The Transport Strategy for Hereford is currently being reviewed and alternative options are being considered in the context of the declared climate emergency. It is separate from a review of the Local Plan Core

[2] WSP and Rand Europe (May 2018) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/762976/latest-evidence-on-induced-travel-demand-an-evidence-review.pdf

Strategy or the Local Transport Plan, but the work could inform future reviews of these policies and plans. The geographical scope of the work is Hereford but naturally the strategy is required to recognise and account for travel patterns to and from the rest of the County and further afield which impact upon the city.

The emerging work by WSP considers current and future transport issues, sets new objectives, develops alternative transport options for Hereford, and includes an initial appraisal of these.

1.2 Outputs

Independent 'critical friend' support provided by Mott MacDonald is not intended to be a detailed technical review to establish compliance with TAG[3]; the work is a more informal independent logic check, to help with interpretation of the outputs, and to question the emerging strategy work where appropriate. The work is in no way intended to be a check or audit of modelling or other technical outputs. This 'critical friend' review examines the key issues within the draft strategy and provides commentary where there may be alternative options or where the outputs may be subject to different interpretations.

The project has the following stages and deliverables:

- **Initial discussion** (with HC and WSP) to understand the brief for the HTSR and the approach being taken. This was held on 21/08/20.
- **Discussion** (with HC Cabinet Member for Infrastructure and Highways) took place on 16/09/20. The following key issues were identified, and they have helped to inform the initial direction of travel during this critical friend support:
  - A review of strategy objectives and packaging
  - A review of road elements and congestion benefits
  - Whether there is unconscious bias towards the western bypass, given its technical evidence base is much further progressed than the other options
  - Future uncertainty and alternative scenarios.
  - Where do the benefits come from and how soon will they be realised?
- **Investigation of issues within the Transport Strategy and reporting**. This Technical Note constitutes this project deliverable.

1.3 Documents provided

The following documents have been provided by HC:

- Hereford Transport Strategy Review (dated 18/09/20, received 21/09/20)
- Draft Package Assessment Framework (received 26/08/20).

2. Critical friend review

2.1 Introduction and approach

The critical friend team has undertaken a rapid review of the Hereford Transport Strategy Review report, with emphasis on the following areas:

- Consideration of the relationship of the strategy with existing and emerging policy
- Appreciation of the suitability of the objectives

[3] https://www.gov.uk/guidance/transport-analysis-guidance-webtag

- Examination of the proposed options
- Review of how the packages have been derived (e.g. scoring and consultation).

The critical friend review commentary follows the sections within the HTSR report, namely:

- Chapter 2 – Hereford's Major Challenges
- Chapter 3 – Hereford's Transport Fact File
- Chapter 4 – Strategy Objectives
- Chapter 5 – Option Development
- Chapter 6 – Option Assessment
- Chapter 7 – Recommendations

The earlier 'executive summary' section of this Technical Note provides a summary of Mott MacDonald's findings.

2.2 Chapter 2 – Hereford's Major Challenges

2.2.1 Chapter summary

This sets the scene for the strategy, providing data, analysis and policy context relating to the climate emergency, economy, environment and society. Legal and funding context is provided; this is useful as it is important that any strategy is realistic and is framed within an appropriate and realistic context and demonstrates awareness of how its vision can be delivered. The Chapter also outlines the stakeholder engagement undertaken to inform the strategy.

2.2.2 Review comments

2.2.2.1 Climate emergency, economy, environment and society

Key issues are set out providing structure for objectives and outcomes later in the transport strategy. Relevant reference is made to each of the four key areas, linking Hereford's challenges to broader regional, national and international policies. The emphasis of these key challenges highlights the need for transport investment initiatives to encompass a wholly sustainable approach, thus achieving Hereford's growth and economic ambitions, while meeting broader targets for environmental sustainability and improved connectivity.

Reference is made to the fact that "*the majority of journeys in Hereford involve little or no physical activity*" (p17), however the analysis of travel modes and distances suggests that 25% of trips within Hereford are made by active modes, with 38% of commuter trips being less than 2km. There is little mention to the benefits of public transport in achieving objectives around the climate emergency, economy, environment and society. This section draws reference to the historical bias of transport schemes towards the investment in road schemes, but not how future investments can be used to shape a vision for Hereford, by meeting objectives and improving the transport offering.

The benefits of walking and cycling are briefly discussed, referencing that these schemes "generate 'very high' value for money when assessed against the Treasury criteria" and the potential health benefits of more active lifestyles. Additional information on further benefits of active modes could be included in this section, not least an increase in economic activity as a result of increased footfall in high-street environments, and the positive impacts pedestrianisation can have not just on the environment, but also for the local economy.

2.2.2.2 Legal and funding context

Midlands Connect has an important regional role in transport strategy, funding and delivery. Documents published by Midlands Connect are referred to in Chapter 3, but they are not mentioned on p14 under the role of other organisations.

Gear Change: A bold vision for cycling and walking[4] (DfT, July 2020) is referred to in Chapter 3 under key policy documents. Its importance relating to funding context (p15, Hereford Transport Strategy Review) should also be emphasised:

"Active Travel England's assessment of an authority's performance on active travel will influence the funding it receives for other forms of transport. Since active and sustainable travel will be at the heart of our policy, Active Travel England's assessment of ***an authority's performance with respect to sustainable travel outcomes, particularly cycling and walking, will be taken into account when considering funding allocations for local transport schemes****. We will consult on introducing new criteria to measure local highway authorities' performance in respect of sustainable travel outcomes, particularly cycling and walking, when considering funding allocations for local transport schemes."*

2.2.2.3 Consultation responses

Consultation responses are summarised for questions regarding important outcomes and effective interventions.

The most popular public responses were 'reduce congestion, improve traffic flow', 'quicker/more reliable journey times', 'reduce carbon emissions and improve air quality' and 'offer a realistic alternative to the car'.

The most popular public responses for interventions were 'invest in bus network - electric buses, reduce fares', 'increase capacity – new roads, new river crossing' and 'support sustainable school travel/safer routes to school'.

Part of a scheme promoter's role is to establish whether these outcomes could all be achieved and how much the interventions suggested could contribute to these. Some of the desirable outcomes may not be compatible with each other, for example if traffic flow is improved what is the 'stick' to bolden the incentive to use realistic alternatives to the car? Whilst reducing congestion could result in marginal improvements to carbon emissions and air quality at source there is a risk of more traffic being induced which would mean more emissions overall within Hereford. For balance it should be noted that when solutions were consulted upon (p66), the road options were the least popular with Members and the stakeholder reference panel.

2.3 Chapter 3 – Hereford's Transport Fact file

2.3.1 Chapter summary

This chapter uses data to summarise existing travel patterns in the city and its key issues. Future trends and technology are also considered.

2.3.2 Review comments

2.3.2.1 Baseline information

Baseline data offers a broad overview of the transport network and usage within Hereford, with direct comparisons made through local, regional and national datasets. This section references Herefordshire

[4] https://www.gov.uk/government/publications/cycling-and-walking-plan-for-england

Council's membership of Midlands Connect and the strategic importance of the key roads running through the city itself.

While it's appreciated that data is readily available for motorised modes of transport, there is significantly greater detail in this analysis than for other modes. Active modes, for instance, could possibly be expanded on, with the inclusion of wider cycling data from the Propensity to Cycle tool, or even data from Strava which could offer further insights into the key walking routes, as well as cycling. Further baselining data could strengthen the arguments for investment for the preferred scheme/package.

The diagram on p22 is missing data for the link between zones 1 & 4 (the alignment between zones representing the connection made by the western bypass link). Given that highway investment on this alignment is the focus of one of the package options later in the strategy, it would be helpful to have the context of existing trips between these zones.

2.3.2.2 Evidence from other policies and strategies

In addition to the Future of Mobility: Urban Strategy[5] (DfT, March 2019), WSP is currently developing the Future of Rural Mobility Study on behalf of Midlands Connect, which we understand may inform DfT thinking on national rural mobility. Given Hereford's rural surroundings this emerging work may also be of relevance to the strategy's development in due course, including for mobility hubs identified in package A of the strategy.

2.4 Chapter 4 – Strategy Objectives

2.4.1 Chapter summary

This chapter explains the strategy objectives, outcomes and indicators. The four objectives are:

- Climate Emergency: Reducing carbon emissions from the transport sector to meet the 2030 target of zero emissions
- Economy: Creating a resilient transport system which allows reliable and efficient movement of people and goods and which supports sustainable development and a thriving local economy
- Environment: Reducing air pollutants to create attractive and high-quality places to live, work and visit whilst also protecting, conserving and enhancing the natural environment and Herefordshire's built environment and
- Society: Providing an affordable, safe and secure transport system for all sectors of society which facilitates improved public health and has limited adverse impacts on communities.

There are 16 outcomes and 35 indicators which options are assessed against to identify their contribution towards the four objectives.

2.4.2 Review comments

Fundamentally, the objectives and outcomes of the transport strategy link back to the four key issues outlined in Chapter 2, namely:

- Climate Emergency
- Economy
- Environment
- Society

[5] https://www.gov.uk/government/publications/future-of-mobility-urban-strategy

Four outcomes are listed for each of the issues, with a total of 35 indicators outlining contributors to achieving each outcome.

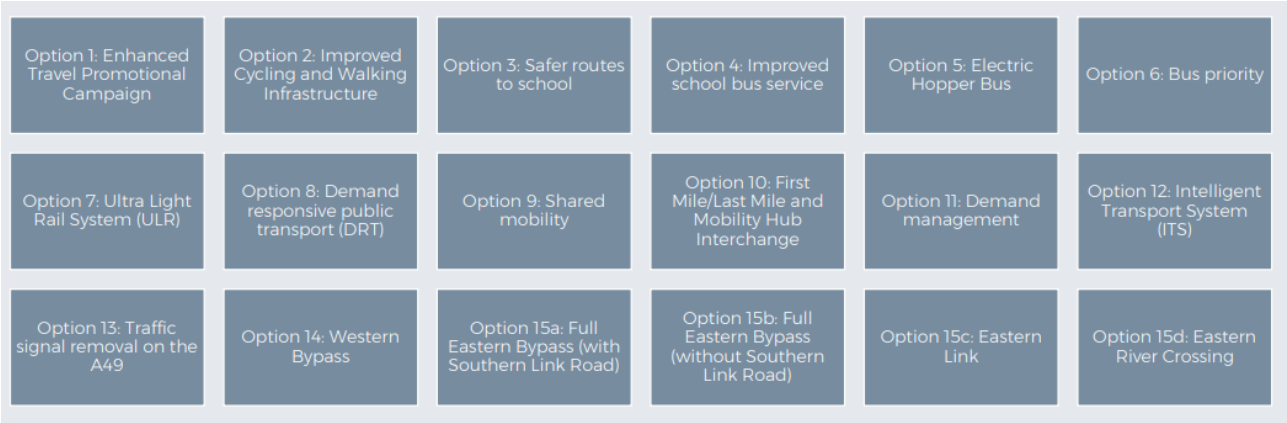
The outcomes themselves are relevant and applicable to both the strategy and the respective issues, however they are not 'SMART' objectives which would strengthen the strategy by offering viable and attainable measures of success to a specified timescale. In order to meet the chapter title (Setting the Strategy Objectives) a SMART approach could improve this section.

2.5 Chapter 5 – Option Development

2.5.1 Chapter summary

Chapter 5 provides a longlist of 18 options, which have been developed from a combination of previous studies, stakeholder and member inputs, as well as new thinking to contribute to addressing issues such as the declared climate emergency.

Figure 2.1: Long list of options



Source: Hereford Transport Strategy Review, p39

2.5.2 Review comments

The options are summarised within the strategy document and there is much more technical detail behind the options identified not included here. However, several options appear to be presented in much less detail than some others. Also, some options presented for Hereford have little in common with the context of the city than others, and some example studies may not be the best exemplars for Hereford. This is perhaps not unreasonable at this stage, but should more nuanced approaches be presented with some of the options?

Estimated capital and revenue costs provide useful context for the scale of intervention, particularly in the case of options which appear earlier within their feasibility cycle, where the quantum of measures is less well defined.

It has been noted that the Covid-19 pandemic has a huge short and medium impact on public transport and all movement patterns in general. This serves to illustrate the uncertainty around planning for future transport in Hereford, and more widely.

In the bottom right corner of each option slide there is a summary of opportunities and challenges. It is unfortunate that all options are presented as having more challenges than opportunities, with the majority being presented as having a single positive opportunity. We do not believe this is because the options are in the main deficient or not worth pursing, however, we would recommend that prior to publication of the final

strategy more positive opportunities for each option are emphasised to highlight the strategic case for each potential intervention and to provide a more balanced summary of the options.

2.6 Chapter 6 – Option Assessment

2.6.1 Chapter summary

47 indicators across climate emergency, economic, social, environmental, acceptability, deliverability and affordability criteria have been used to assess the long list of options. Climate emergency, economic, social and environmental impacts have been assessed using the five-point scoring criteria similar to a TAG Appraisal Summary Table (large adverse, adverse, neutral, beneficial, large beneficial). The other themes and indicators have been assessed using bespoke scoring criteria, all of which are logical.

2.6.2 Review comments

Rationale for the use of the Hereford Transport Model (HTM) and the assumptions and prospective limitations are clearly laid out on p58. This page also explains the issue of induced traffic, where 'new' traffic appears once the capacity of the road network is increased. The strategy properly notes that this may overestimate the congestion benefits identified within the road schemes, particularly over the longer term. Traffic could be induced from local or regional journeys. HTM is not able to reassign longer distance transfers which could be made as a result of any of the options and therefore it is not possible to conclusively estimate induced traffic from the data available. More discussion on induced traffic is provided in the preceding executive summary of this Technical Note.

It isn't possible to tell from the strategy whether the western and eastern bypass options are expected to induce the same level of longer distance transfers.

In terms of engagement walking and cycling infrastructure and safer routes to school scored highly with both Members and the stakeholder panel. The stakeholder group also scored bus and demand management options highly. Road options, particularly the eastern route variants scored poorly with both groups, but public consultation considered that increasing road capacity was one of the most popular interventions alongside investing in the bus network and supporting sustainable and safe routes to school.

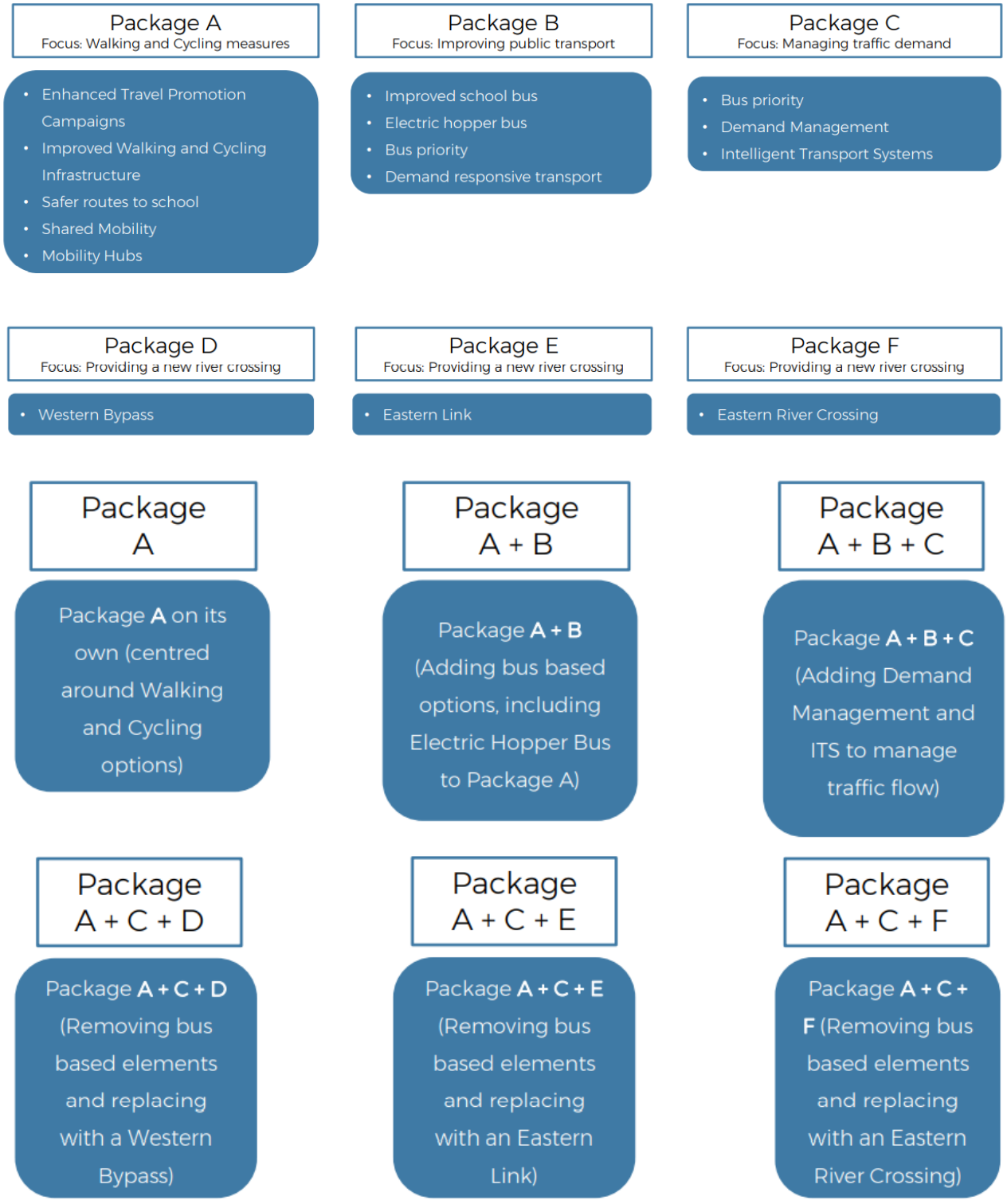
2.7 Chapter 7 – Packaging the options

2.7.1 Chapter summary

At the end of Chapter 6, several poorly performing options were discarded following an initial sift in line with the Transport Appraisal Process, which was supplemented by stakeholder comments. These were ultra-light rail, traffic signal removal and the full eastern bypass.

The options were then grouped into six packages as shown below, before being tested in combination.

Figure 2.2: Packages and package combinations for testing



Source: Hereford Transport Strategy Review, p69 & p70

2.7.2 Review comments

Packages A to C have a logic in their groupings. There could be a case to provide variants of these packages with greater or lesser ambition. Packages D to F all have the focus of providing a new highway option for the river crossing. They would contribute towards the economy objective by creating a resilient transport system.

The rationale for how the package combinations have been identified for testing comes across much less clearly than grouping of interventions within the individual packages. It would be helpful to provide more introductory text to assist the reader and provide clarity around the rationale for packaging and testing.

Package A is included in all combinations for testing given its strong support and performance in terms of expected benefits to cost. There is also a rationale for adding the bus and in turn the demand management packages to active travel to explain the cumulative impact of these options, though there is no clarity from the tests run of the impact of these packages in isolation.

Package C (demand management measures, which focus on parking management in the centre of Hereford) is also included in tests for all three road options. Is it a prerequisite that demand management is required for all road options? Presentation of the impact of the packages in isolation would be useful, as would clarity around the rationale for the complementarity of the demand management packages to the highway improvement packages presented.

The inclusion of packages A and C in tests for the highway improvement packages could present a perception that the active modes and travel demand measures are used to enhance the benefits associated with the three road scheme options.

2.8 Chapter 8 – Package comparison

2.8.1 Chapter summary

The positives and negatives of each package are summarised and compared against the other packages. Respective contributions to strategy objectives are also noted.

2.8.2 Review comments

Society benefits are generated from package A. Given this is included in all tests, contributions towards this metric are not differentiated within the other five combined packages tested.

This section shows changes in carbon emissions and congestion for package A and the three packages with road elements included. Given the current uncertainty in traffic demand forecasting (see earlier comments) there is a risk that too much emphasis could be placed on the quoted percentages at this early stage within the prospective development of these packages. Whilst the supporting modelling work will indicate this, a strategy document is not detailed enough to go in to exactly what the reductions actually mean, for example *'greater reductions in congestion across the city (29%) and within the city centre (19%) than the other packages'* in the case of package A + C + D (p87). Is this on particular links, all links or particular junctions, for example? What is the difference from this to the 23% congestion relief in the east option in real terms? It feels incredibly precise for a strategy and risks distracting from ensuring decisions are made on the basis of how options meet the strategy objectives, in the same way calculation of outline BCRs could do at this very early stage in the scheme development process. The congestion savings need to be put in perspective against the respective contribution towards the climate emergency, environmental and society objectives, as well as the much higher capital costs of the road schemes.

MOTT MACDONALD

Peer Assessment of South Wye Transport Package Findings Report

July 2020

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Contents

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Executive summary

Mott MacDonald (MM) was appointed by Herefordshire Council (HC) to undertake a peer review of the Hereford Transport Package (HTP) and South Wye Transport Package (SWTP). This report concludes the findings of the review of the SWTP.

Summary of the brief

The approach to the peer review is based on the major transport scheme process as established by the Department for Transport (DfT) and set out in its Transport Analysis Guidance (TAG), particularly Stages 1 and 2 of the Transport Appraisal Process (TAP). The aim of the peer assessment is to:

1. Establish whether each package has been developed in accordance with the major transport scheme process as laid out in TAG
2. Establish whether the packages including their major road scheme components (the western bypass in the HTP and the southern link road in the SWTP) are based on a sound evidence base
3. Clarify whether the decisions to progress these packages were sound and justified in line with the recommendations of the technical work.

In addition, the review was also asked to consider how more recent/emerging national policy, such as the climate emergency, might change the preferred package options if applied retrospectively.

It also considers whether the public and stakeholders have contributed appropriately to the processes involved in developing the two packages.

Peer review

The format of the review provides a concise commentary on the documents provided, notes any issues identified by the review team and concludes with a summary of each document. The summary classifies whether the points made are:

- Looking backwards - issues identified which should be clarified or resolved. Categorised red where the point made is deemed to be a significant issue, green if the premise is sound; however, things could have been covered differently (i.e. a technical recommendation which could be reconsidered).
- Looking to the future - generally technical issues which could be revisited if the packages are progressed further, as well as environmental, climate change and net zero issues which could lead to a different vision for the package. These points are all categorised as amber, on the premise that they would be considered in the future before the package was progressed further.

The review had the following conclusions:

Document	Conclusion as to whether the document meets the peer review aims
SWTP Preferred Option Report	Conclusion: The level of information provided does not meet the requirements of Stage 1 of TAP. The preferred option report considers alternative link road alignments but this does not constitute an appropriate study of alternative interventions or the impact of doing nothing. Sustainable transport proposals are considered in an Appraisal Summary Table (AST) in Appendix B but are not really covered in the main body of the report. This document has in effect been superseded by the 2018 Options Assessment Report (OAR), which has been developed in line with Stage 1 of TAP. Hence whilst it may have had deficiencies in the context of TAP, the significance is minor given the OAR looks at options.
SWTP Southern Link Road planning statement	Given this is a planning rather than a transport document, this has purely been considered and included within the reviewed suite of documents to provide context for the package.
Hereford Transport Model Local Model Validation Report (LMVR)	Although the LMVR is a comprehensive document, with the information providing a clear understanding of the model and its validation results, a number of queries were raised in the rapid peer review of the document. It is important to note that the LMVR was in the process of being reviewed with the DfT as part of the submission of the SWTP Full Business Case. The direction from HC was that a detailed technical validation of modelling was not being sought from the peer review. The assessment of the modelling was in the context of it being in general appropriate for the stage of the project and supporting the conclusions reached. The work is considered to be appropriate for the work to date and the technical queries raised are points which may need to be considered again if the packages are progressed in the future.
SWTP Options Assessment Report (OAR)	A number of areas within the OAR could have been done differently to more robustly meet the steps of Stage 1 of TAP. However, in light of the DfT email of 16/04/19 confirming no further comments on version 11 the report, it can be concluded that Herefordshire Council have developed the package in an agreed manner and the peer review team's concern should be classed as something which could have been done differently rather than a fundamental issue. Although developed in accordance with guidance at the time environmental topics would now fall short of current Net Gain, Net Zero requirements and the Climate Emergency context and would need revisiting as part of any future updates.
SWTP Options Refinement Report (ORR)	The ORR provides a proportionate assessment of the active modes options and a robust assessment of the SLR. The DfT email of 16/04/19 confirming no further comments on version 6 the report provides further weight to the conclusion that Herefordshire Council have developed the package in an agreed manner.
SWTP Economic Appraisal Report (EAR)	A series of comments have been made in respect of the EAR and draft Economic Case. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a 'critical friend' approach to what may need to be inspected again in the future.
SWTP Economic Case	
SWTP Traffic Forecasting Report (TFR)	A series of comments have been made in respect of the TFR. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a 'critical friend' approach to what may need to be inspected again in the future.

Future requirements

Environmental issues, climate emergency and net zero policy has been considered separately to the individual documents, that formed a part of the appraisal review.

Assessment approaches and guidance are still catching up with policy. It remains possible for schemes to fully meet current assessment criteria and yet fall short of the high standards set by policy. WebTAG Unit A3 (Environmental Impacts) predominantly dates back to 2015 (Air Quality sections were updated in 2019) and is not explicitly aligned with the 100% reduction in GHG emissions by 2050, although there is a “strong preference” for Net Gain in regard to biodiversity. The latest DMRB guidance on climate change (LA 114) is from October 2019 and references the Net Zero target and take account of current climate change scenarios (UKCP18).

Since they pre-date these policy and guidance updates, and the latest UKCP18 climate scenarios, unfortunately all the SWTP documents would now fall short of current ambition in these areas. Whilst issues around air quality and noise are rightly identified, there is insufficient assessment of carbon and climate impacts compared to current requirements (although the assessment was valid at the time). These points are not intending to indicate that there was any deficiency in the work undertaken at the time, merely that more recent policy and guidance would mean that these issues should be considered again if the existing work is taken forward.

Conclusions

Aim 1 of the review is considered to be met. Whilst there remain points of technical detail which may need to be addressed in the future if the package is taken forward, it is clear that the technical work undertaken since 2018 has been prepared in accordance with the DfT Transport Appraisal Process.

Aim 2 of the review, which is to establish whether the packages including their major road scheme components (the southern link road in the SWTP) have been developed with a sound evidence base is deemed to be met. The history of the package revolves around the infrastructure needs to meet the plans of the Core Strategy. It is evident that the infrastructure is required to support the development policies contained within this document. As an example, the Hereford Enterprise Zone cannot be expanded without the bypass being delivered in full. The proposals in the form of the HTP and the SWTP have been tested and challenged in an appropriate way through technical studies, modelling and Examination in Public, to enable them to be adopted within the Local Plan.

To further support the conclusion that the first two aims have been met, Herefordshire Council has also provided evidence that DfT have reviewed the OAR and ORR, which are two of the more critical documents to inform the case for the package and describe how its appraisal has been progressed.

Aim 3 of the review is to clarify whether the decisions to progress these packages were sound and justified in line with the recommendations of the technical work. It appears that all decisions have been made in accordance with the recommendations of the technical evidence provided to support the Council papers at the time, i.e. the action taken was appropriate in the context of the advice and recommendations provided and the technical information available. There is a logical flow of decisions which recommend the continuation of the package, including where decisions have been called in for further scrutiny and additional information has been provided to justify the associated course of action. **As such Aim 3 of the review is considered to be met.**

1 Introduction

Mott MacDonald (MM) has been appointed by Herefordshire Council (HC) to undertake a peer review of the Hereford Transport Package (HTP) and South Wye Transport Package (SWTP). This report concludes the findings of the review of the South Wye Transport Package.

1.1 Summary of the brief

The approach to the peer review is based on the major transport scheme process as established by the Department for Transport (DfT) and set out in its Transport Analysis Guidance (TAG). Hence, the peer assessment of each package reports against the following elements:

- Option development and analysis
- Analysis of impacts
- Evidence informing the business case
- Decision making

The aim of the peer assessment of the South Wye Transport Package is to:

- Establish whether each package has been developed in accordance with the major transport scheme process as laid out in TAG
- Establish whether the package it's major road scheme component, the southern link road, is based on a sound evidence base
- Clarify whether the decisions to progress these packages were sound and justified in line with the recommendations of the technical work

In addition to the assessment approach as outlined above, the commission also requires a consideration of how more recent/ emerging national policy, such as the climate emergency, might change the preferred package options if applied retrospectively.

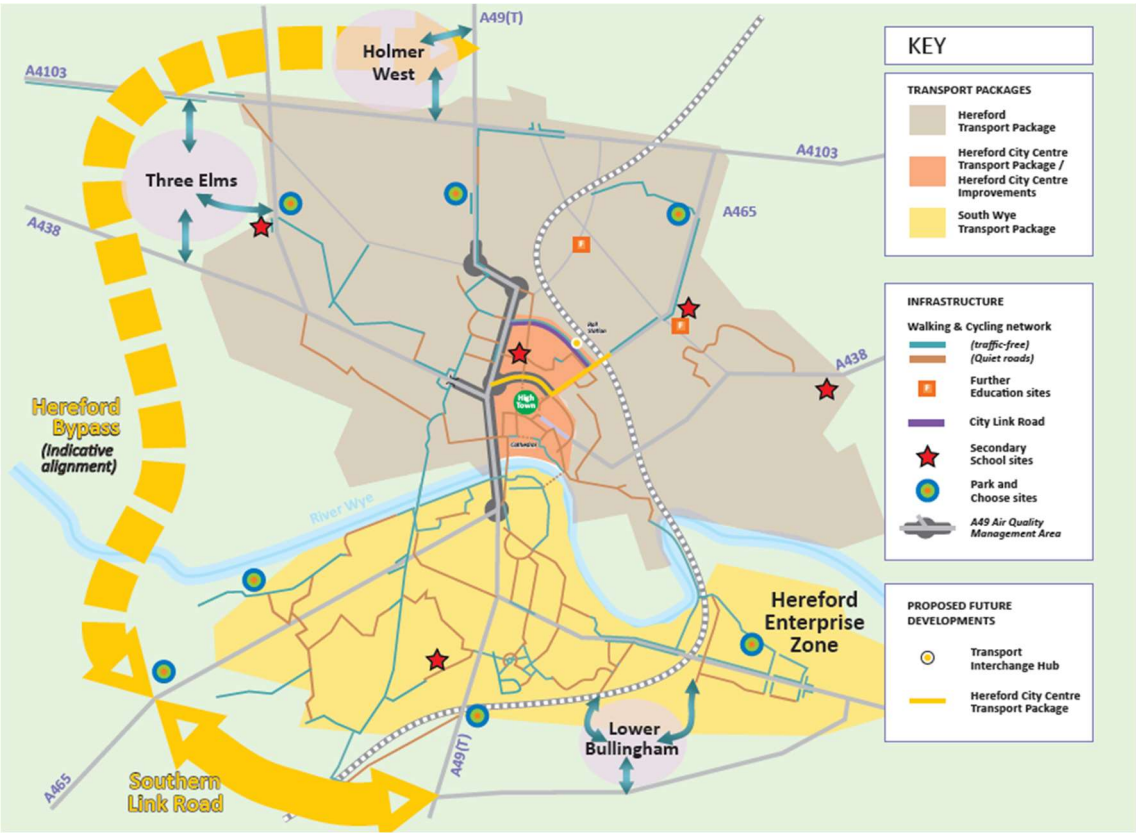
1.2 Drivers for the review

On 22 October 2019 Herefordshire Council's Cabinet Member for Infrastructure and Transport recommended a pause on all work on the Southern Link Road, and the instigation of a review of the South Wye Transport Package be undertaken to determine next steps whilst design work on the active travel measures within the package continued.

The South Wye Transport Package is being reviewed in parallel with the Hereford Transport Package. It is incumbent on the council to ensure that projects are consistent with the council's declaration of a climate emergency and will contribute to reducing the carbon output of the county whilst also addressing the transport problems of the city and supporting economic growth. Whilst the review is being carried out the council will continue to develop agreed improvements to encourage a shift of travel mode and reduce congestion.

Figure 1.1 provides a diagrammatic layout of the two transport packages.

Figure 1.1: Transport packages in Hereford



Source: Hereford Transport Package Draft SOBC (WSP, May 2019)

1.3 Project deliverables

The Peer Assessment commission covers the following stages and deliverables:

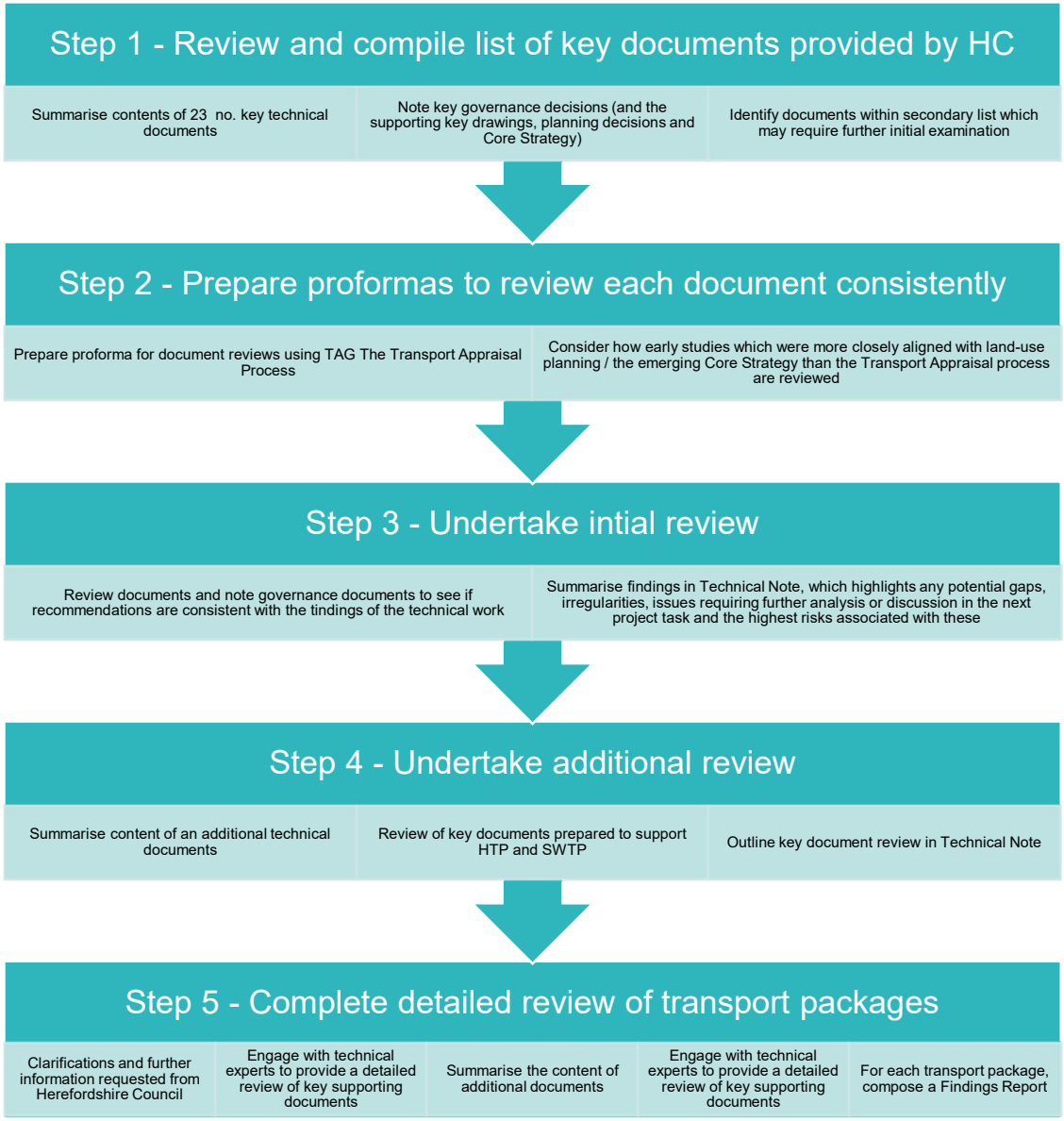
- **Task A – Project management:** The outputs from Task A are a monthly progress note and updated risk register.
- **Task B – Evidence Gathering, Initial Sift and Initial Report:** An initial evidence gathering, sifting and reporting back to the client team. To review the previous work, the constraints which have influenced optioneering were considered, rather than trying to point out small technical discrepancies. The key question is whether the preferred scheme options are correct:
  - The output from Task B has been two Technical Notes summarising the findings and explain how this initial sift will be taken forward in the main review (Task C).
  - An additional Technical Note was produced to facilitate discussions during a call between HC and their technical team for the packages, WSP, to address where further information was required following the initial reviews.
- **Task C – Full assessment and first draft reports:** A more detailed review of the key issues identified within the documentation. This has included Herefordshire Council and WSP providing further information and clarification to support the peer review. This assessment also considers implications for alternative testing/ scenarios to meet potential requirements for a climate emergency review for both schemes.

- **Task D – Reporting and presentation:** Briefing on findings to the Cabinet Member for Infrastructure and Transport.
- **Task E – Final report** update draft reports and publish final review reports for each package.
  - This report represents the Task E output for the South Wye Transport Package.

1.4 Approach to the peer review

Following the project inception meeting with Herefordshire Council on 2 April 2020, the steps have summarised in Figure 1.2 have been undertaken.

Figure 1.2: Approach to peer review



Source: Mott MacDonald

1.4.1 How has the peer review considered the information?

The peer review aims to answer three questions (as noted in Section 1.1) from an inspection of the large volume of information provided to support the package. The review provides a combination of commentary on what has been done and what might have been done differently. It is not intended to be a comprehensive technical check of every piece of information. There also needs to be an acknowledgement of things which were appropriate at the time but may no longer be appropriate in the future as a result of changing policy or guidance.

As such within the report, the review of the main documents inspected concludes with a short summary to explain if the comments made relate to:

- Looking backwards – issues identified which should be clarified or resolved.
- Looking to the future – generally points of technical detail which could be revisited if the packages are progressed further or issues related to policy and context which has progressed since the time the document was produced, for example the climate emergency.

1.5 History of the South Wye Transport Package

The history and context of the package is summarised in the Herefordshire Council Cabinet report of 22 October 2019[1], as noted below.

The need for interventions in the South Wye area and the development of the South Wye Transport Package was based on a technical assessment of the problems in the South Wye area supported by public consultation feedback. These can be summarised as:

- Constraints on economic growth particularly at the Hereford Enterprise Zone (HEZ) arising from traffic levels on existing highway network
- Car dependency for short distance trips
- Traffic congestion and journey time unreliability
- Traffic re-routing and rat running onto unsuitable roads
- Poor air quality and high noise levels (on Belmont Road)
- Severance to active travel journeys and related inactivity and consequential health impacts
- Road collisions and perception of road danger

Without any action of some sort to address these problems access to the HEZ would deteriorate, restricting existing business growth and the ability to fully develop the site. This deterioration would also limit opportunities to attract new business investment, result in continued and increased re-routing of traffic in response to congestion, resulting in additional delays and extended and unreliable journeys. Severance (the barrier effect created by busy roads) would increase as conditions for pedestrians and cyclists would become more challenging and there would be continued road safety issues. Environmental conditions would also deteriorate including increases in traffic noise and a worsening of air quality.

The South Wye Transport Package has been developed in response to these problems and an initial Strategic Outline Business Case (SOBC) which includes the Southern Link Road and a package of active travel measures was developed which can be seen by following the link provided in the footnote below.

[1] Hereford Transport Package and South Wye Transport Package, Head of Infrastructure and Delivery

The aims of the South Wye Transport Package are to:

- Reduce congestion and delay
- Enable access to developments such as the HEZ
- Reduce the growth in emissions
- Reduce traffic noise
- Reduce accidents
- Encourage physical activity.

Following the approval of the SOBC, funding of £27m was secured from the Marches Local Enterprise Partnership (LEP)[2] Growth Fund with a commitment of local contribution of £8m from the council's Local Transport Plan. There is an approved SWTP budget totalling £35m in the council's capital programme.

The Marches LEP grant agreement between Herefordshire Council and Shropshire Council requires the delivery of the Southern Link Road and a package of measures to improve travel and conditions for pedestrians, cyclists and public transport in the south wye area to deliver the outputs set out in the agreement. These include the delivery of 3.6 miles of new road and a package that will support new jobs and new homes. Grant funds are drawn down following submission of evidence of eligible expenditure.

1.5.1 South Wye Transport Package timeline

Figure 1.3 provides a timeline of the documents and decisions associated with the two transport packages.

The South Wye Transport Package development follows an extended period of appraisals and applications. The timeline, shown within Appendix 2[3] of the 22 October 2019 Cabinet Decision, of the SWTP is as follows:

- Mid 2014 – Initial Consultation on the SWTP
- Late 2014 – Preferred route of Southern Link Road selected by cabinet
- January 2015 – Consultation prior to submission of Southern Link Road planning application
- Summer 2015 – Southern Link Road planning application submitted
- Summer 2016 – Planning permission granted for Southern Link Road
- Autumn 2016 – Consultation on potential active travel measures
- November 2017 – Cabinet authorise land acquisition and making use of compulsory purchase powers
- December 2017 – Cabinet considers feedback from active travel measures consultation and authorise development to a preferred package
- March 2018 – Compulsory purchase and side road orders made
- Late 2018 – compulsory purchase order and side roads order public inquiry
- Spring 2019 – preferred active travel measures package approved
- Spring 2019 – Secretary of State confirms Compulsory Purchase Order and Side Road Order

[2] Shropshire Council is the accountable body for the LEP

[3] https://councillors.herefordshire.gov.uk/documents/s50068955/Appendix%201%20-%20South%20Wye%20Transport%20Package%20Scheme%20Development.pdf

- Summer 2019 – Commencement of delivery of Phase 1 Southern Link Road (SLR) to preserve planning consent

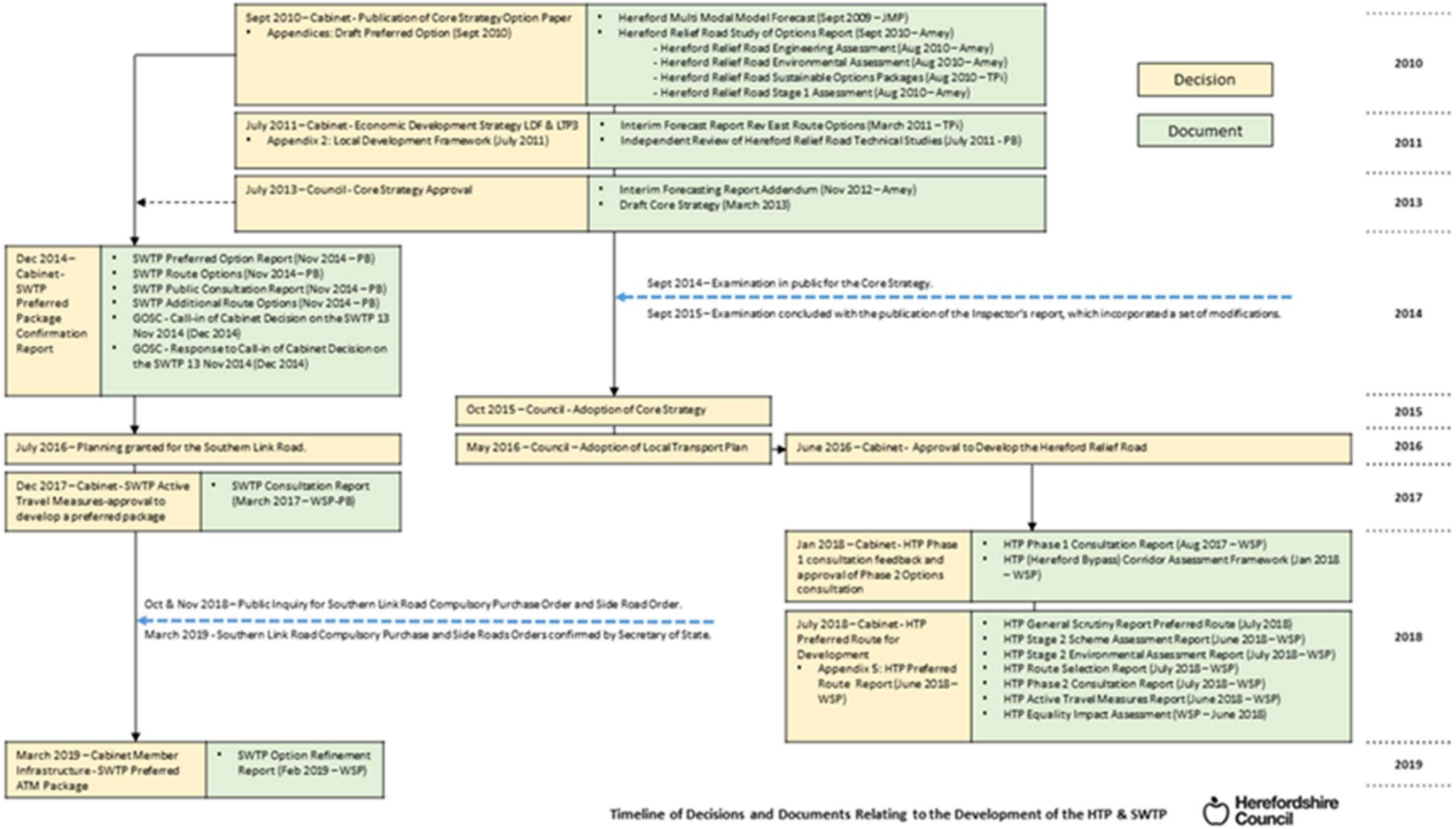
A package of initial works were undertaken to secure the planning consent, but the main works element did not commence given the 2019 decision to pause work on the SLR.

1.6 Report structure

The structure of this report is as follows:

- Section 2 – Transport Analysis Guidance and major scheme process
- Section 3 – Context of the South Wye Transport Package
- Section 4 – Peer review
- Section 5 – Future requirements
- Section 6 – Summary and conclusions

Figure 1.3: Timeline of decisions and documents relating to the HTP and SWTP



Source: Herefordshire Council

2 TAG and major scheme process

The peer review of the South Wye Transport Package has been undertaken using the following primary sources of guidance:

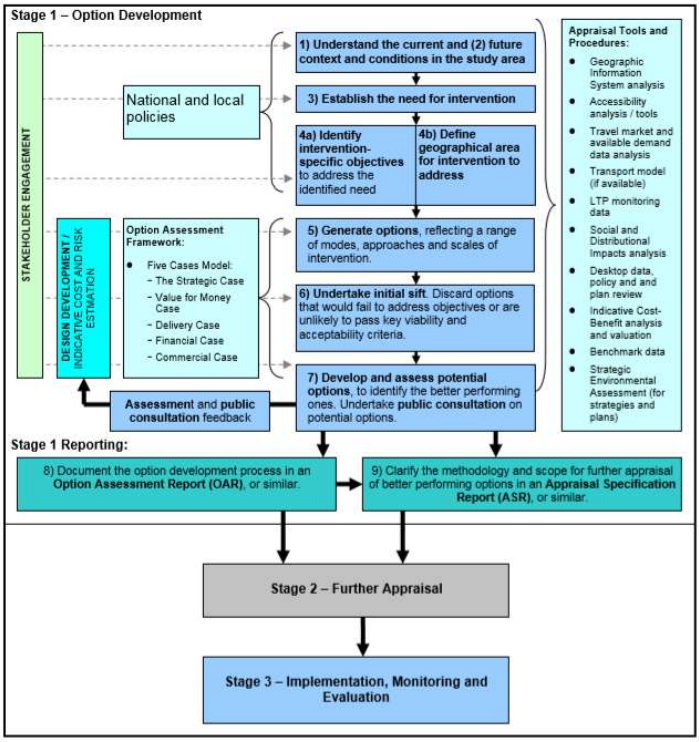
- Transport Analysis Guidance – The Transport Appraisal Process (DfT, May 2018)
- DfT Transport Business Cases (DfT, January 2013)
- Local policy (Herefordshire Council, various)

Transport Analysis Guidance (TAG) provides detail on the process of transport modelling, appraisal and the associated requirements for transport interventions. TAG involves a three-stage appraisal process as detailed within the Transport Appraisal Process (TAP).

Stage 1 Option Development of the appraisal process involves identifying the need for intervention, definition of clear set of locally developed objectives and desired outcomes and the development of options. These options are then sifted for the better performing options to be taken on to further detailed appraisal. Stage 2 Further Appraisal involves the evaluation of the better performing options and their likely impact to enable a decision as to whether to proceed with the transport intervention. Stage 3 Implementation, Monitoring and Evaluation is applicable towards the end of the development of a transport scheme.

Given the level of scheme and option development for the SWTP, this peer assessment considers Stage 1 and part of Stage 2 of the appraisal processes. Figure 2.1 indicates steps 1 to 9 in Stage 1 of the Transport Appraisal Process.

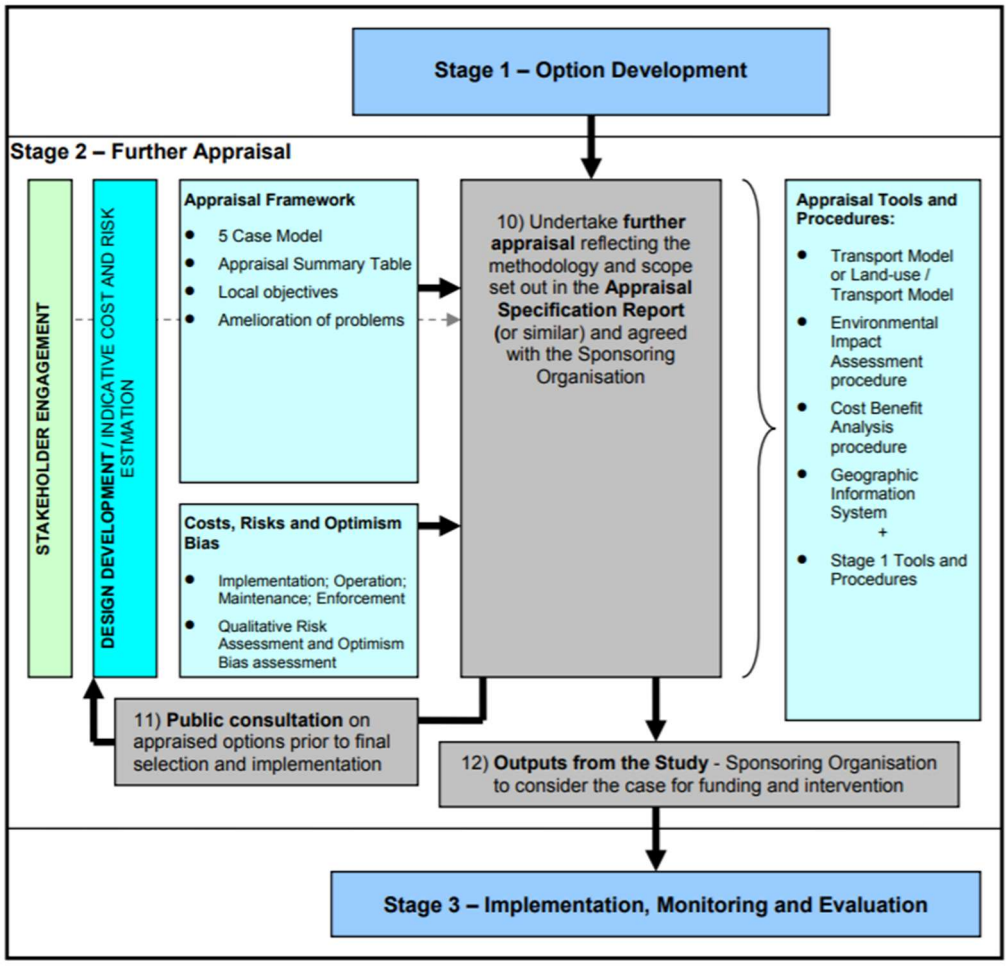
Figure 2.1: Steps in Stage 1 of the Transport Appraisal Process



Source: p4, Transport Analysis Guidance – The Transport Appraisal Process (DfT, May 2018)

Figure 2.2 indicates steps 10 to 12 in Stage 1 of the Transport Appraisal Process.

Figure 2.2: Steps in Stage 2 of the Transport Appraisal Process



Source: p21, Transport Analysis Guidance – The Transport Appraisal Process (DfT, May 2018)

To allow the peer review team to assess the South Wye Transport Package, technical and governance documents were provided to support the package by the client team. To guide this review and ensure the supporting documents cover the steps necessary to develop and appraise a major transport scheme according to TAG, the South Wye Transport Package and its supporting documents were initially assessed using the following criteria:

1. Are the current context of the package and future conditions explained?
2. Have the problem(s) the scheme will be addressing been clearly identified – including evidence of the extent of the problem(s), specific barriers / challenges, and how the scheme will overcome them (including the scale of impact)?
3. Has the impact of not progressing the package been set out, including supporting evidence? Is there adequate rationale to support why the package is needed?
4. Transport policy compliance "A transport network that supports growth enabling the provision of new jobs and houses, whilst providing the conditions for safe and active travel, which

reduces congestion and increases accessibility by less polluting and healthier forms of transport than the private car."[4]

5. Land use planning policy compliance “To improve access to services in rural areas and movement and air quality within urban areas by ensuring new developments support the provision of an accessible, integrated, safe and sustainable transport network and improved traffic management schemes”[5].
6. Land use planning policy compliance “To strengthen Hereford’s role as a focus for the county, through city centre expansion as part of wider city regeneration and through the provision of a balanced package of transport measures including park and ride, bus priority schemes and a relief road including a second river crossing”[6].
7. Would emerging policies, particularly in response to the declared climate emergency[7], result in different outcome/preferred option if the appraisal process were to be undertaken now?
8. Is there a set of specific, measurable, achievable, realistic, time-bound (SMART) objectives for the package to address the problem(s) identified?
9. Are the expected outcomes clear? How will it be possible to know when the objectives have been met, and what will ‘success’ mean?
10. Does the geographical area of impact consistent across Appraisal Steps 1, 2, 3 and 5 (i.e. existing, future and options)?
11. Do the options identified reflect a range of modes, approaches and scales of intervention? Is there evidence to support the source of these options, for example stakeholder feedback, workshops, benchmarking or research?
12. Is there a robust assessment of different package options, including the reasons for any options being discounted? Has an EAST options appraisal (or similar) been undertaken?
13. Have the options taken forward following the sift been developed with an enough level of design/specification and collecting enough evidence to be able to distinguish the relative costs, benefits and impacts of the options under consideration?
14. Have the main stakeholder groups and their contribution to the project been defined? This should include any potential conflicts between different stakeholder groups and their demands.
15. Have details of stakeholder and public consultation been provided?
16. Is there a clear description of the components of the package and how it fits with the aims and objectives of the local authority and DfT?
17. Is there an Option Assessment Report (or similar) which outlines the option development process?
18. Is there an Appraisal Specification Report (or similar) which clarifies the methodology for further appraisal of the better performing options? (Consider proportionality of appraisal)
19. Does any associated Council Governance report tally with the evidence base, decision reports and recommendations and confirmed decisions?

[4] Herefordshire Council Local Transport Plan 2016 - 2031 Strategy, page 5

[5] Herefordshire Core Strategy 2011 – 2031, objective number 5

[6] Herefordshire Core Strategy 2011 – 2031, objective number 7

[7] Draft Herefordshire Council Carbon Management Plan 2020/21 – 2025/26

3 Context of the South Wye Transport Package

In summary, the South Wye Transport Package comprises a new road (the Southern Link Road) and sustainable travel measures consisting of 20mph zones, bus priority, pedestrian infrastructure and cycling infrastructure.

3.1 Introduction to the package and appraisal work undertaken by Herefordshire Council

The SWTP is based on multiple studies and a full list of documents that have been prepared to develop the SWTP are listed in Appendix A.

Historically, technical documents were prepared to inform the evidence base associated with the Local Plan Core Strategy, which identified the need for additional infrastructure to support the growth, which was anticipated to include new road and active travel measures for Hereford.

More recent business case documents have been developed for the SWTP. These have been developed in line with TAP and provide more up to date appraisal of the issues identified and performance being addressed through the package.

Given that the appraisal process has a lengthy timeline, where key policy documents are likely to have changed within the timeframe. This update in policy and appraisal requirements should be reflected throughout the technical documents, to develop the scheme in accordance with TAG. The peer review described in Section 4. provides a commentary in respect of this.

3.2 Governance documents and decisions

Throughout the development of the package papers have been taken to Council members to provide a summary of work undertaken and recommendations on how to progress the next stages of work. Aim 3 of the peer review brief is to consider whether decisions to progress the packages were sound and justified. Whilst, the review principally centres on technical work rather than Council process, in the context of this peer review aim it was also important to undertake a high level inspection of the papers supplied to Council and whether the recommendations provided and governance decisions followed the technical work which underpinned the reporting cycle. Table 3.1 lists the issue which was subject to governance and a summary of the issues and decisions made.

Table 3.1: Governance documents and decisions

Subject	Outline	Summary
16.09.2010 - Cabinet - Publication of Core Strategy Option paper	To seek approval for the publication of the Herefordshire Core Strategy: Hereford Preferred Option paper for consultation purposes.	Core Strategy sets guidelines for developments across Herefordshire up to 2026. The (western) Hereford Relief Road and a package of other transport measures including walking and cycling links is considered under new infrastructure requirements. Background papers: - Hereford Preferred Option Paper - Place Shaping Paper Consultation January 2010

Subject	Outline	Summary
		- Hereford Relief Road – Study of Options August 2010
28.07.2011 - Cabinet - Economic Development Strategy LDF and LTP3	To consider the Economic Development Strategy for recommendation to Council on 18 November 2011; To agree a revised strategy for the Local Development Framework; To agree further consultation arrangements, including a community poll; To ensure that the strong linkages between the Economic Development Strategy, the Local Development Framework and the Local Transport Plan 3 are firmly embedded in each evolving strategy.	Among other things, recommends that the Cabinet approves 'the principles of the Local Development Framework Core Strategy Revised Preferred Option for the purposes of consultation, including the plan period' and notes 'the critical linkages between the adoption of the Local Transport Plan 3 and the Local Development Framework Strategy and the outcome of consultation on the Hereford Relief Road'. The three strategies (appendices) represent key mechanisms for planning and delivering growth and regeneration in Herefordshire. Appendices: - Economic Development Strategy - Local Development Framework - Local Transport Plan
19.07.2013 - Council - Core Strategy Approval	To approve the Herefordshire Local Plan - Core Strategy 2011 - 2031 (draft) for pre-submission publication in accordance with regulation 19 of the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2012 (as amended).	Approved and adopted in 2015
18.12.2014 - GOSC - Call-In of Cabinet Decision on the SWTP 13 Nov 2014	To consider the call-in of the Cabinet decision on the South Wye Transport Package. The decision has been called in by three members of the committee: Councillors TM James, AJW Powers and A Seldon.	Recommends that the committee reviews Cabinet's decision 13/11/2014 on the SWTP and decides to accept the decision with no further comment or to refer the decision back to the decision maker and, if so, what recommendations to Cabinet it wishes to make. Called in for various reasons including the decision having been made contrary to the decision-making principles, improper consultation and the decision being contrary to/outside of Policy Framework (issues with OAP, route selection, consultees).
02.12.2014 - GOSC - Response to Call-In of Cabinet Decision on the SWTP 13 Nov 2014	To summarise the responses to the reasons for calling in the decision on a preferred package for the SLR.	Resolved that the decision on the preferred route option should be referred back to Cabinet, with the following recommendations: 1. So that Cabinet can be advised by the Finance Director (and council's Section 151 Officer) as to the robustness of the approach and actuality of the cost modelling and the consequent scoring given to all routes under the options appraisal process; and 2. As Grafton Wood is now designated Ancient Woodland that SC2 is re-examined, in the light of mitigations and extra costs required, as the preferred option.

Subject	Outline	Summary
18.12.2014 - Cabinet - South Wye Transport Package Report following Call-In	To consider responses to the resolutions of General Overview & Scrutiny Committee (2 December 2014) following the call in of the decision of cabinet taken on 13 November, and confirm a preferred option for the South Wye Transport Package (SWTP) including the preferred route for a new link road from the A49 to the A465 (with a link to the B4349)	Recommends that the previous recommendations agreed by the Cabinet be reaffirmed, including that route SC2 is selected as the preferred route for the SLR. Officers were satisfied the SWTP appraisal was undertaken correctly and met national guidelines.
16.10.2015 - Council - Adoption of Core Strategy	To consider the adoption of the Herefordshire Local Plan Core Strategy 2011-2031.	Recommendation that the Council should adopt the Core Strategy as the existing unitary development plan (2007) is out of date and the development of the Core Strategy has been lengthy (since 2008) and includes the provision of a relief road to the west of Hereford.
20.05.2016 - Council - Adoption of Local Transport Plan	To adopt the Local Transport Plan (2016-2031).	The Local Transport Plan aligns with the Core Strategy and includes proposals for the Hereford relief road and transport packages, and continuing development of walking and cycling networks.
16.06.2016 - Cabinet - Approval to Develop the Hereford Relief Road	To seek approval to commence work to develop Hereford relief road (Hereford bypass) in support of proposals within the adopted Core Strategy in the context of the overall transport strategy for the city	Recommended that funding of £600,000 be approved to support works necessary to inform route selection; and to progress the Hereford bypass to route selection within the resources available. States that the bypass is key infrastructure in the LTP and enables housing and employment growth objectives if in place to connect to the SLR by 2027.
14.12.2017 - Cabinet - SWTP Active Travel Measures Progression	To consider consultation feedback and confirm next steps of delivery of the South Wye Transport Package (SWTP) Active Travel Measures (ATM)	Recommended further analysis and detailed design to a maximum value of £500,000 to confirm a preferred package of active travel measures to be delivered with the SLR and that a programme for delivery be developed. Background paper: SWTP Strategic Outline Business Case
08.03.2019 - Cabinet Member - SWTP Preferred ATM Package	The report proposes which active travel elements should be included in the business case for the scheme to ensure a robust case for funding can be made and confirms that other active travel measures will be considered for future delivery as other funding sources become available.	Decision that the preferred package of active travel measures as outlined in the Options Refinement Report be approved for inclusion in the SWTP full business case within a budget of £5.041m, to submit a final full business case to the DfT for the delivery of the SWTP and that the active travel measures not included in the Options Refinement Report be considered for future delivery.

3.3 Planning policy context of the package

The Herefordshire Core Strategy, which runs for the period between 2011 and 2031, was a key driver to indicate the need for infrastructure. This requirement led to technical work being progressed to support the Core Strategy, which in turn was developed further as part of the Hereford Transport Package and the South Wye Transport Package. The Plan was adopted in

2015 following an Examination in Public. This review is not intended to be an evaluation of the transport infrastructure aspects informing the Core Strategy; however, it does provide important context regarding the history of the two packages.

Paragraph 3.21 of the Core Strategy explains that the areas earmarked for developments are regarded as the most suitable for future development, due to their easy access to services and facilities. The Hereford Relief Road is considered important in meeting the Core Strategy housing target and ensuring that the necessary infrastructure is coordinated with the developments.

Appendix 5 – SS3: Necessary Infrastructure for Strategic Sites provides an indication of net levels of housing which can be delivered before and after infrastructure coming forward, with critical dates for the delivery of infrastructure specified. In the case of the Hereford Relief Road, circa 3,250 dwellings can be delivered, with the Southern Link and river crossing anticipated to be required by 2022. 4,800 dwellings can come forward prior to the relief road interconnecting with the A49 north and south by 2027.

The Core Strategy states that "*A key element of the long-term Hereford transport strategy is the requirement for a Relief Road. This vital addition to the city's transport network will enable the reallocation of existing highway for bus priorities and walking and cycling measures and the re-routing of the existing A49 Trunk Road (managed by the Highways England) removing longer distance traffic from the centre of the city*".

The Core Strategy transport infrastructure requirements were underpinned by a considerable technical evidence base including:

- Hereford Relief Road Study of Options (report 551497/SO/003 Issue 2A, 10/09/2010, Amey)
- Independent Review of Hereford Relief Road Technical Studies (report 3511200A-ZEV Final, 15/07/11, Parsons Brinckerhoff)
- Local Plan Core Strategy Modelling: Non-Technical Summary (June 2013, Amey)
- Hereford Transport Strategy Phasing Study: Transport Strategy Review (Issue number 4, 20/05/2014, JMP)
- Hereford Transport Strategy Phasing Study: Strategic Prioritisation (Issue number 5, 29/05/2014, JMP).

The Local Plan Core Strategy Modelling: Non-Technical Summary (paragraphs 4.2.1 and 4.2.2) concludes that:

"The results from this initial group of tests demonstrate clearly that the 'with road' option is the only option which can help deliver the Core Strategy and meet HA requirements for nil detriment in journey times on the A49. Nevertheless, it also identifies that whilst this option will deliver these economic objectives, and to some extent objectives regarding public transport, it makes little improvement in terms of increased health through active travel. Whilst overall CO2 emissions in the 'With Road' option increase due to traffic on the Western Relief road, actual levels in the city will reduce".

In addition to the Core Strategy, The Local Transport Plan 2016 – 2031[8], notes that "*Additional highway capacity* [will be required] *to meet the increased demands resulting from growth, Improved access to and within the central area, Improvements to encourage more active travel within the urban area through increased supply of pedestrian, cycling and bus networks, supporting safer routes to school and improved health and access to and integration with rail".*

[8] https://www.herefordshire.gov.uk/download/downloads/id/2912/local_transport_plan_2016-2031_strategy.pdf

Conclusion: The level of detail involved in the scheme's development has moved on since the adoption of the Core Strategy. However, it is clear that the infrastructure proposals in the Core Strategy is required to support the development policies contained within this document. The proposals in the form of the HTP and the SWTP have been tested and challenged in an appropriate way through technical studies and Examination in Public, to enable them to be adopted within the Local Plan.

The important implication for developing a TAG-compliant scheme beyond the adoption of the Core Strategy is to ensure that the case for the package (i.e. the 19 questions noted in Section 2 of this report) was reviewed. This is considered further in Section 4 of this report.

3.4 Highways England position on growth and the Hereford Enterprise Zone

Hereford Council and Highways Agency (now Highways England) worked together between 2009 – 2015[9] to assist with the development of the transport evidence base for the Core Strategy. The key concern for Highways England is that trip generation arising from development in the Hereford Enterprise Zone (HEZ) will not exceed that agreed with Highways England until any review of capacity along the A49(T) takes place and agreement is reached.

Caps on development within the HEZ were initially set out in a Memorandum of Understanding[10]. Development is excluded from the Hereford Enterprise Zone Local Development Order (LDO)[11] once the development trip generation thresholds are reached or a re/development proposal will lead to such being exceeded. In this instance the proposal will be unable to proceed under the LDO provisions and a planning application will need to be made.

Conclusion: The HEZ cannot be expanded without exceeding the capacity of the Strategic Road Network. One of the aims of the SWTP is to improve access to the HEZ and without the road significant development of the HEZ cannot be delivered. The employment growth is constrained without the bypass being delivered in full.

[9] Statement of Common Ground between Herefordshire County Council and Highways England, 13/01/15

[10] Memorandum of Understanding dated 17/04/13, with a variation dated November 2014

[11] Hereford Enterprise Zone Local Development Order, October 2019

4 Peer review

This section encompasses the main body of the report and provides the findings of the peer review. A cohesive list of documents reviewed is contained in Appendix A.

The peer review has been undertaken in line with the key aims of the commission in mind, namely to:

- Establish whether each package has been developed in accordance with the major transport scheme process as laid out in TAG
- Establish whether the packages including their major road scheme components (the southern link road in the SWTP) are based on a sound evidence base
- Clarify whether the decisions to progress these packages were sound and justified in line with the recommendations of the technical work.

The review also considers responses by the Herefordshire Council team and technical team made to queries raised by the review team. The comments and recommendations made regarding each document is summarised in terms of:

- Looking backwards – issues identified which should be clarified or amended.
- Looking to the future – generally technical issues related to transport modelling and appraisal which may need to be revisited if the package are progressed further in the future. This point also considers environmental, climate change and net zero issues which could lead to a different vision for the package.

4.1 Documents reviewed

The documents supplied to Mott MacDonald by Herefordshire Council are listed and outlined in Table 4.1. This suite of documents provides a timeline of the inception of the scheme, through the identification of a need for infrastructure to support the level of development proposed in the Core Strategy, identification and sifting of preferred options, the planning application for the Southern Link Road and refinement of the options for highways and active travel within the package.

Table 4.1: Key documents provided for review

Document	Outline	Summary
February 2003 - Hereford Transport Review Local Multi-Modal Study	Study seeks to define a long-term transport strategy beyond the Local Transport Plan period, to be incorporated into the Unitary Development Plan, Regional Planning Guidance and Regional Transport Strategy.	This report has been referenced in later work and was inspected by Mott MacDonald to consider the early context of a relief road for Hereford.
September 2009 - Hereford Multi Modal Model Forecast Report (JMP)	Study to examine the implications of potential housing development up to 2026 as proposed in the Regional Spatial Strategy (RSS) and its impact on the road network within Hereford and its surrounding area.	Report on implications of potential housing development (proposed in the Regional Spatial Strategy) and its impact on the road network. Modelled scenarios assessed in terms of flow relief, stress and link speed for 2026 as a single future year (AM and PM peak hours). Model runs reveal additional housing trips have detrimental effects on Hereford highway network.

Document	Outline	Summary
		An Outer Distributor Road is forecast to provide some relief.
August 2010 – Hereford Relief Road Engineering Assessment (Amey)	Scheme Assessment in accordance with the Highways Agency Design Manual for Roads and Bridges Scheme Assessment Reporting to provide the necessary supporting information and problem identification for future analysis.	Scheme Assessment to provide supporting information and problem identification for future analysis. Builds on Stage 1 Engineering Assessment in inform appraisal (in line with WebTAG process). Assesses the engineering constraints and impacts of the proposed Hereford Relief Road options (either east or west of the city and an inner and outer option for each) with associated link roads
August 2010 - Hereford Relief Road Environmental Assessment (Amey)	Study to identify environmental and engineering advantages and disadvantages associated specifically with the introduction of a Relief Road to Hereford along the broad corridors identified.	Study to determine environmental and engineering advantages and disadvantages associated with the introduction of a Hereford relief road (eastern and western options)
August 2010 – Hereford Relief Road Engineering Sustainable Option Packages (TPi)	Study to examine the findings of implementing sustainable option packages for the Herefordshire region	Report considers sustainable option packages for Hereford and the results on the road network - with and without the relief road.
August 2010 – Hereford Relief Road Stage 1 Assessment (Amey)	Stage 1 Assessment to assess the advantages and disadvantages of the broadly defined transport infrastructure improvements from the consultation and modelling work done to date.	Assesses the advantages and disadvantages of the transport infrastructure improvements in the Hereford Core Strategy.
September 2010 – Hereford Relief Road Study of Options Report (Amey)	Considering the evidence to date on the transport options for Hereford leading towards the establishment of a core strategy.	Study to identify the engineering and environmental advantages and disadvantages associated with the Relief Road options. Follows on from Stage 1 Assessment to identify environmental and engineering issues along relief road corridors.
September 2010 – Draft Preferred Option	Follow on consultation from the place shaping consultation leading towards the establishment of a core strategy.	Paper issued for public consultation to form a Core Strategy which will establish a policy framework and the broad locations for development - to be adopted in 2011. Outlines Hereford Vision (including the provision of a relief road), with issues and opportunities, the spatial strategy and policies needed to achieve them.
March 2011 – Interim Forecast Report Rev East Route Options (TPi)	Further study considering the traffic implications of using a revised eastern route corridor with the same growth as proposed within the 'Preferred Options: Hereford' and with reduced growth.	This study considers traffic implications of using a revised eastern route corridor. Four scenarios are tested.
July 2011 – Local Development Framework	Report on progress with the Local Development Framework.	The Local Development Framework replaced the Unitary Development Plan. This plan period provided a statutory planning framework for the county to 2013.
July 2011 – Independent review of the Hereford relief road studies	High level independent review of the Hereford Relief Road technical studies and Core Strategy Preferred Option: Hereford.	Review of the Relief Road technical studies and Core Strategy Preferred Option, focusing on environmental topics (with some focus on planning

Document	Outline	Summary
		and transportation), to review preferred route of the inner western corridor.
November 2012 Interim Forecasting Report Addendum (Amey)	Report examining a revised housing and employment allocation for the proposed Local Development Framework.	Addendum to the Hereford Relief Road Study of Options Report (Amey 2010). Examines a revised housing and employment allocation for the proposed Local Development Framework.
March 2013 – Draft Core Strategy	Draft Herefordshire Local Plan - Core Strategy 2011 – 2031.	Local Plan to guide Herefordshire development for 20 years. Includes strategic and development management policy.
November 2014 – SWTP Additional Route Options (Parsons Brinckerhoff, PB)	Plan showing additional route options SC8, SC8A, SC9	1-page drawing showing additional route options SC8, SC8A, SC9
November 2014 – SWTP Preferred Options Report Final low RES (PB)	Report considering the route options for the SLR and identifying a preferred route to be included as part of the SWTP.	Builds on work by Amey on highway improvements, looking at a new southern link road, traffic max (maximum capacity for vehicles in South Wye) and sustainable transport max (reducing private car use). Report considers route options for the southern link route and identify a preferred route (out of final seven route options SC#). Engineering assessment said SC2 and SC8 performed better. Cheapest option would be SC2. All options provided regeneration and wider economic impacts and reduced congestion. All options had negative environmental impacts. Overall, SC2 scored highest making it the recommended option - but SC8 also performed well.
November 2014 – SWTP Public Consultation Report (PB)	Report summarising the approach and findings of the SWTP consultation to obtain public opinion on the options developed for the SWTP.	Public consultation in 2014 for four route options for the southern link road (SLR), SC2, SC2A, SC5, SC7. Responses from questionnaire, social media, consultations and public exhibitions. Consultation considered effective in terms of local coverage and attendance. Public have suggested alternative alignments to the Southern Link Road options - these have been reviewed in the SWTP preferred option report. Public support for improvement of traffic conditions in the South Wye area. Likely preferred route SC2, an alternative 'no road' option to the SLR second highest. Also support for an alternative bypass via a second crossing of the Wye.
November 2014 – SWTP Route Options	Plan showing route options SC2, SC2A SC5 & SC7.	1-page plan showing route options SC2, SC2A SC5 & SC7.

Document	Outline	Summary
July 2016 – Planning Permission Decision Notice 275986	Decision notice granting planning permission for application 151314 for the Southern Link Road (full suite of documents available on the Herefordshire Council Planning website).	Planning permission was granted for the Southern Link Road.
March 2017 – SWTP Active Travel Consultation Report (WSP PB)	Report summarising the approach and findings of the SWTP consultation to obtain public opinion on the possible active travel improvements.	Public consultation in 2014 helped to set the SWTP objectives. Hereford Council undertook public consultation in 2016 to determine views on possible active transport travel improvements. Reducing congestion and delay on the A465 is the most important SWTP objective to respondents. Active travel improvements are ranked in the conclusion section, with 20 mph residential areas ranked first. Consultation findings helped to inform the technical appraisal of the proposed improvements.
February 2019 – SWTP Option Refinement Report (WSP)	Documenting the refinement of the preferred SWTP route option.	SC2 was identified as the preferred route for the SLR. - The design assessment concluded that, out of the seven potential SLR routes, route SC2 performed best in terms of design considerations. - A technical assessment showed no significant difference between the routes.. - Public consultation found highest support for SC2. Active travel schemes underwent technical assessment as nine improvement groups, across South Wye area objectives, value for money and an assessment of potential issues in delivering the scheme. A preferred package of active travel improvements was drawn up: - Groups 3A, 6A and 8 achieved the highest score and could provide a coherent package. - Group 4 added due to a weight restriction condition in the planning permission for the SLR.

Once an initial inspection was undertaken of the documents which underpinned the package's development was completed, Herefordshire Council provided some additional documents for the peer review as shown in Table 4.2. This suite of documents provides more detail on the modelling and appraisal work undertaken to inform the package. It should be noted that this collection are not all as yet publicly available published documents.

Table 4.2: Modelling and appraisal documents reviewed

Document	Outline
Hereford Transport Model Local Model Validation Report	The local demand model validation report prepared for the Hereford Transport Model in 2018
SWTP Option Assessment Report (OAR)	This 2018 report details how options and packages have been assessed for SWTP
SWTP Economic Appraisal Report (EAR)	This provides the Economic Appraisal Report prepared in 2018 for SWTP
SWTP Economic Case (EC)	The Economic Case developed for the SWTP in 2019 as part of the work in progress Full Business Case
SWTP Southern Link Road Planning Statement	The 2015 Planning Statement that accompanied the SLR planning application
SWTP Traffic Forecasting Report (TFR)	A traffic forecasting report prepared in 2018 for SWTP

4.2 Initial review

At the start of the project Mott MacDonald undertook an initial rapid review of the documents listed in Table 4.1 in line with the process described in Section 1.4. The findings of this work were described in Technical Note 417997-MMD-MAN-XX-TN-TA-0005 (available on request).

An initial review of the second set of documents shown in Table 4.2 was also carried out and this is summarised in Technical Note 417997-MMD-MAN-XX-TN-TA-0007 (available on request).

These initial inspections allowed the peer review team to familiarise themselves with the package and the work undertaken to develop the scheme. As part of the initial review, discussions were held with Herefordshire Council and WSP in order to attain clarifications and additional data. A tracker showing the key comments made and the responses received is provided in Appendix B.

4.3 Peer review

Following this initial review and verification with the client and technical teams for the package, more inspection was undertaken of the documents considered to be those pivotal to the case for and appraisal of the scheme over time. The peer review has centred on the following:

- SWTP Preferred Option Report (3512983A-HHR Version 6.0, November 2014)
- SWTP Southern Link Road Planning Statement (3512983L-HHR Final, April 2015)
- Hereford Transport Model Local Model Validation Report (70029880-571\1\3 3rd Draft, September 2017)
- SWTP Options Assessment Report (3512983BP Revision 11, March 2019)
- SWTP Options Refinement Report (70089880 Revision 6, February 2019)
- SWTP Economic Appraisal Report (3512983BP–WSP-DEV-001-EAR03 Rev 2, February 2019)
- SWTP Economic Case (no report reference, May 2019) (part of draft Full Business Case)
- SWTP Traffic Forecasting Report (3512983BP-WSP-DEV-001-TFR02 Rev 1, December 2018).

Each document has been reviewed (where appropriate) by key disciplines including transport planning, appraisal and economics; transport modelling; environment; climate change and carbon.

The format of the review provides a concise commentary on the document provided, notes any issues identified by the review team and concludes with a summary of each document. The summary classifies whether the points made are:

- Looking backwards – issues identified which should be clarified or amended. Categorised red where the point made is deemed to be a significant issue, green if the premise is sound however things could have been covered differently (i.e. a technical recommendation which could be reconsidered).
- Looking to the future – generally technical issues which could be revisited if the packages are progressed further, as well as environmental, climate change and net zero issues which could lead to a different vision for the package. These points are all categorised as amber, on the premise that these points they would be considered in the future before the package was progressed further.

4.3.1 SWTP Preferred Option Report

The report contains a significant amount of technical work to review various link road alignments. The report states that the appraisal has used *"the principles of a Stage 1 level of appraisal outlined in the Department for Transport guidance WebTAG to identify a preferred route for the SLR"*. Reference is made to objectives within the draft Core Strategy (at this point the Core Strategy had not yet been adopted) relating to development, economic prosperity and environmental quality.

SWTP scheme objectives are identified as being:

- Reduce congestion and delay
- Enable access, particularly to developments such as the HEZ
- Reduce the growth in emissions such as CO2, NOx and PM10s
- Reduce traffic noise
- Encourage physical activity.

These objectives are not SMART[12], however.

Conclusions are provided in terms of engineering assessment, traffic/ safety and economic assessment, environmental assessment, social assessment.

- Engineering conclusion: SC2 cheapest and best performing
- Traffic conclusion: SC7 has reduced speed limit so best accident reduction potential but other conclusions are general covering all options
- Environmental conclusion: SC7 least worst, SC5 worst
- Social conclusion: SC2 and SC2A slightly best performing

Overall conclusions: An Appraisal Summary Table comparing the different SLR Options is at Appendix A. Option SC2 has the highest overall AST score of 1.5. Option SC5 and SC7 have the lowest scores of -2.5 and -1 respectively.

The appraisal purely considers the link road options, not the supporting sustainable transport measures. It is not clear whether the findings constitute 'success' or the best out of the options examined.

Conclusion: The level of information provided does not meet the requirements of Stage 1 of TAP. The preferred option report considers alternative link road alignments but this does not constitute an appropriate study of alternative interventions or the impact of doing nothing.

[12] Specific, Measurable, Attainable, Relevant, Time-bound

Sustainable transport proposals are considered in an Appraisal Summary Table (AST) in Appendix B but are not really covered in the main body of the report. This document has in effect been superseded by the 2018 Options Appraisal Report (OAR), which has been developed in line with Stage 1 of TAP. Hence whilst it may have had deficiencies in the context of TAP, the significance is minor given the OAR looks at options.

4.3.2 SWTP Southern Link Road planning statement

Noting that Hereford's transport network is already constrained and subject to congestion/ delay the Core Strategy has identified growth proposals which require transport interventions to allow their delivery. They also require other infrastructure such as water/ sewage and power supply. There is no ideal solution to growth in Herefordshire and hence the planning policy was subject to a settlement review to determine optimum allocation of housing/employment growth to the city/market towns and rural areas. This considered reducing need to travel (amongst other planning issues such as environmental impacts) which necessarily allocated largest quantum of growth to Hereford, noting the proximity to transport networks and population. Given land use space is limited within the centre of Hereford, the balance of housing and employment provision is allocated at the urban fringes such as the three Sustainable Urban Extensions and the Hereford Enterprise Zone. Space is also being provided in the centre through the regeneration of the land to the north of the city centre and this includes provision for housing and commercial development. The SWTP package was developed in that context.

It is noted that the HEZ is subject to growth in advance of the delivery of the SLR. However, this is controlled within the context of a quantum agreed with Highways England which has not yet been exceeded. It is also in the context of active travel schemes being brought forward in advance of the SWTP. Examples include the cycle bridge connecting the HEZ with the north of the city, additional bus services and a dedicated Travel Plan.

Conclusion: Given this is a planning rather than a transport document, this has purely been considered and included within the reviewed suite of documents to provide context for the package.

4.3.3 Hereford Transport Model Local Model Validation Report (LMVR)

Although the LMVR is a comprehensive document, with the information providing a clear understanding of the model and its validation results, several queries were raised in the rapid peer review of the document. It is important to note that the LMVR was in the process of being reviewed with the DfT as part of the submission of the SWTP Full Business Case.

The direction from HC was that a detailed technical validation of modelling was not being sought from the peer review. The assessment of the modelling was in the context of it being in general appropriate for the stage of the project and supporting the conclusions reached.

The work is considered to be appropriate for the work to date and the technical queries raised are points which may need to be considered again if the packages are progressed in the future.

4.3.4 SWTP Option Assessment Report (OAR)

4.3.4.1 Transport appraisal

The OAR has been produced in accordance within the TAG Transport Appraisal Process (TAP) and provides a good level of detail on the problems identified, the scheme objectives and long list of options in line with TAP steps 1-8 (Figure 2.1). The report sifts to two preferred options.

It should be noted that DfT have been consulted in the development of the OAR and ORR for SWTP. The DfT confirmed to Herefordshire Council in April 2019 that they had no further comments on the OAR and ORR.

Step 1 Understand the current context and conditions in the study area

The OAR contains a thorough review of (then current) local, regional and national policies which have implications on the study and selection of options to resolve issues in Hereford. There is a comprehensive assessment of baseline transport conditions for all modes including active travel and public transport. Current problems identified consist of:

- Traffic congestion and journey time unreliability
- Constraints on economic growth arising from traffic levels
- Car dependency, understood through a range of psychological factors governing car use
- Relative cost and availability of city centre car parking
- Traffic re-routing onto unsuitable roads
- Severance to active travel journeys
- Road collisions and perception of road danger;
- Poor air quality and high noise levels affecting key receptors and
- Inactivity and consequential health impacts.

Geographically problems manifest themselves in terms of:

- Traffic congestion on the A465
- Delays at the A49/A465 signalised junction (Asda roundabout)
- Traffic congestion on the A49(T)
- Volume of heavy goods vehicles
- Poor walking/ cycling infrastructure .

The OAR identifies that *"In general, cheaper and easier parking at a destination is associated with more driving, whereas parking restraint is associated with less driving. Although, in many cases, the availability of alternative parking and other travel options are important factors… there is a substantial amount of off-street parking in the city centre, with 3,700 spaces across 23 car parks".*

Conclusion: It would be helpful if there was a clearer indication as to which trips are seen to be the issue i.e. through trips, Hereford internal trips or external-internal trips. This would aid weight to what the issues are that the package is trying to resolve (i.e. strengthens the case for an intervention) but it would not be justified to revisit the OAR on the basis of this point alone.

Step 2 Understand future context and conditions in the study area

The adopted Core Strategy is used as the basis for projected growth in housing and employment through Hereford in future years. Changes to the transport system in future years include the Hereford City Centre Package, the SWTP and the Hereford High Town Package.

The future performance of the network has been predicted using the Hereford Highway Assignment Model. The additional growth in trips generated by development is shown to result in increases in total network queue and delay, whilst journey times will go up on routes in the AM, interpeak and PM peaks compared to the base scenario.

Conclusion: No action required. This is commentary to explain how the package meets Step 2 of TAP.

Step 3 Establish the need for intervention

The need for an intervention is linked to the infrastructure requirements identified within the Core Strategy. Paragraph of the OAR 3.5.3 states that *"…the previous modelling of the performance of key routes and junctions in Hereford forecasts an overall deterioration in the levels of service, providing a clear indication that the current highway network is unable to accommodate the level of growth anticipated by the Core Strategy*".

Conclusion: No action required. This is commentary to explain how the package meets Step 3.

Step 4 Identify intervention-specific objectives / Define geographical area for intervention to address

A logic map is provided to show the connections between the underlying causes of issues and the problems to the desired outputs. Objectives then appear to have formed from those desired outputs.

Strategic scheme targets are:

- ST1: Enable the delivery of 6,500 new homes and 15ha of new employment land in Hereford by 2032
- ST2: Increase the levels of physical activity through greater uptake of active travel and
- ST3: Reduce levels of monitored air pollutants and transport-related noise levels.

South Wye package indicators (of success) are defined as:

- AI1: Reduce peak hour journey times to and from the HEZ from rural areas South-West of Hereford relative to baseline levels
- AI2: Increase active travel mode share for journeys to work to and from the South Wye area relative to baseline levels
- AI3: Increase active travel mode share for peak period journeys to and from the South Wye area relative to baseline levels
- AI4: Reduce the incidence of serious and fatal Personal Injury Collisions in the South Wye area relative to baseline levels
- AI5: Reduce levels of traffic-related emissions of CO, CO2 and NOx at monitoring sites in comparison with baseline levels and
- AI6: Reduce levels of noise attributable to traffic sources as measured at key receptors in the South Wye area in comparison with baseline levels.

The geographic scope for the area of impact has been given as the area to the south of the River Wye and extends to rural areas to the immediate south of Hereford. It includes key radial routes, including the A465 and A49(T).

The OAR study area excludes the city centre, areas north of the River Wye and origins / destinations beyond the city which would require the assessment of transport impact to extend further.

Conclusion: No action required. This is commentary to explain how the package meets Step 4.

Step 5 Generate options, reflecting a range of modes, approaches and scales of intervention

A range of options have been considered, partially taken from previous studies but there is also evidence of a high level of stakeholder engagement to inform this process. 13 broad options were generated (Table 19) and these were split between capital and revenue expenditure

options. Paragraph 7.1 notes that *"options to solve the identified problems which extend outside of the study area are outside of the scope of this assessment. As an example, options considering new river crossings, are excluded".*

Capital expenditure options	Revenue expenditure options
▪ 20mph zones ▪ Bus Priority Improvements ▪ Cycle Infrastructure Improvements ▪ Highway junction capacity improvements ▪ Light Rail Infrastructure ▪ Online highway improvements ▪ Pedestrian Infrastructure Improvements ▪ Rotherwas railway station ▪ Southern Link Road ▪ Strategic Park and Ride Infrastructure	▪ Behavioural Change Programme ▪ Parking charges and locations ▪ Travel Planning Programme

Conclusion: No action required. This is commentary to explain how the package meets Step 5.

Step 6 Undertake initial sift. Discard options that would fail to address objectives or are unlikely to pass key viability and acceptability criteria

Paragraph 7.2.2 states that *"These options cover capital expenditure (infrastructure) and revenue expenditure (investing in ongoing travel planning programmes or bus services, for example) as a combination of revenue and capital expenditure are likely to form part of the wider strategy to address the problems in the South Wye area. However, the major transport scheme funding (which requires the submission of a Transport Business Case, and which the OAR forms a component part) is for capital expenditure. On that basis only capital expenditure options were considered further through the assessment process".*

Whilst the funding constraint is understood, given Step 1 identified the availability of parking being a major factor in car trips, it is unfortunate that parking charges and location interventions have been discounted immediately, particularly as Table 20 (Summary of impacts by option) shows behavioural change programme to have a positive impact against 11 of 12 impacts, the most of any option in the table. Similarly, parking charges and locations, as well as travel planning programme both have similar numbers of ticks to the capital options in this table. For this OAR to be considered robust it would have been preferable to score the revenue interventions as well to demonstrate that the capital interventions perform as well as revenue options unless there are other clear reasons not to.

EAST was used to appraise the options and conduct initial sift from the long-list. Options were scored on 7-point scale both against objectives, and other assessment criteria. The objectives were assessed under strategic, economic, managerial, financial cases and "additional decision-making criteria" (Table 21).

The initial sifting process removed three options: Strategic park and ride infrastructure, Rotherwas railway station and light rail infrastructure primarily on the high anticipated costs associated with these interventions. The other seven options were collectively grouped. The active travel measures were collectively grouped and assessed as one package. The other packages are assessed as individual schemes.

Conclusion: Responses by HC and WSP to the draft peer report have reiterated that revenue options have been discounted as per paragraph 7.2.2. It is understood why this position has been taken and TAP paragraph 2.9.1 notes that *"At the end of Step 5 … An initial sift should … be undertaken to identify any 'showstoppers' which are likely to prevent an option progressing at a subsequent stage in the process*", however we do feel it would be remiss for the review team

not to note a concern that there are options which could address in part some of the problems identified, which have been discounted without any further examination. Without this how can we be sure of the contribution these other options would have made?

Step 7 Develop and assess potential options, to identify the better performing ones. Undertake public consultation on potential options

The remaining 7 options were then placed into four packages.

Link Road between A49(T) and A465	Active Travel Measures	Online highway improvements	Junction capacity improvements
▪ Southern Link Road	▪ 20mph zones ▪ Bus priority ▪ Pedestrian infrastructure ▪ Cycling infrastructure	▪ Increasing capacity by making best use of existing road infrastructure along A465 and A49(T).	▪ Increasing capacity of existing congested junctions on A49(T) and A465.

As part of the initial peer review a query was raised as to how the schemes had been grouped into four packages, given the sparse explanation of how these had been decided on page 101 of the OAR. WSP advised in June 2020 that *"Given the scale and complementarity/competitive nature of the different options, it was decided to retain three of the options as distinct 'option packages' in their own right. However, given the scale of the other four options and their synergy across the area of 'active travel' it was decided to combine them into a single active travel option package (Table 23). This led to four option packages being considered further, as described in Chapter 9 of the OAR".* This response doesn't resolve the initial question as to how the option packages were formed, as it refers back to the OAR.

Scoring of the four packages took place against strategic, economic, value for money and financial criteria, in line with the 7-point TAG scale (Large beneficial, Moderate beneficial, Slight beneficial, Neutral, Slight adverse, Moderate adverse, Large adverse). The scoring concluded that the online highway improvement and the junction capacity improvement options did not perform well, primarily relating to scheme objectives and in the case of the online highway improvements environmental impacts. The junction capacity improvements had a neutral score against many of the assessment criteria, although was estimated as the joint lowest cost intervention alongside the active travel measures package.

High level BCRs for active travel measures, online highway improvements and junction capacity improvements were 1.5 indicating medium Value for Money, whereas the link road was calculated at 2.0, indicating high Value for Money.

Online highway improvements and junction capacity improvements were discounted at this point. Table 27 considers to two remaining packages and assesses a combined package of SLR plus active travel. The issue with doing this is that it results in only a single package being taken forward.

In response to the draft peer review report WSP stated that "The rationale is set out (albeit briefly) in para 8.2.12: *'As illustrated in Table 21, several options were not considered to achieve the desired outcomes in isolation. Therefore, in line with best practice guidance, consideration was given to ways in which these options could be packaged together. The aim was to create a sensible number of distinct and feasible option packages for further development and assessment.*' TAP does not give guidance on how this should be carried out." It is accepted that TAP is not explicit in how packaging should be explained.

Conclusion: In summary, we conclude that there is only a short explanation as to how and why the remaining options have been combined into four preferred packages. More explanation

would aid clarity for the reader, but it would not be justified to revisit the OAR on the basis of this point alone.

Step 8 Produce Option Assessment Report, or similar

The outcome of the OAR process in Step 8 of TAP is to identify the better performing options (including a low-cost option) for progressing to Stage 2 of the appraisal process. In response to the draft peer review WSP noted that *"Section 9.3 outlines that, of the four options packages taken forward, 2 of them (online highway improvement and the junction capacity improvement options) did not perform well against the assessment areas. It goes on to say: 'The Option Assessment Framework also demonstrated that the Southern Link Road and Active Travel Measures would contribute to the delivery of the area package objectives, with each performing better against different assessment areas. It was therefore proposed that these options be combined to deliver a package (Southern Link Road + Active Travel Measures) which performs well across the majority of the assessment areas.' In essence the two better performing options were taken forward, but in combination, as the identified best means of achieving the range of objectives".*

Subsequent to Stage 1 of TAP, Stage 2 (paragraph 3.1.2) requires *"a small number of better performing options in order to obtain sufficient information to enable decision-makers to make a rational and auditable decision about whether or not to proceed with intervention".*

WSP referred to paragraph 9.3.5 which states that *"it was considered that the Online Highway Improvements or the Junction Capacity Improvement packages referred to in Table 23 had the potential to form a low-cost solution to compare with the preferred package. These were two of the four options assessed using the Option Assessment Framework. However, the Option Assessment Framework demonstrated that these packages would not sufficiently contribute to the achievement of the area package objectives. Therefore, in accordance with Step 7, these weaker performing packages were not taken forward and a low-cost alternative to the preferred package was not subjected to further assessment".*

The peer review team's view of this guidance is that it should be a low-cost **alternative** option.

Conclusion: The concern with the approach taken to combine the strongest performing interventions, namely the SLR and active travel measures, at the end of Stage 1 is that it could appear that a preferred package has been settled at this point. It is fully acknowledged that this remaining option needs to be (and is) subject to further appraisal in Stage 2, however typically other options would remain and be subject to further appraisal in Stage 2 *"to produce evidence sufficiently robust to support the business case[13]".* However, in light of the DfT email of 16/04/19 confirming that they had no further comments on version 11 the report, it can be concluded that Herefordshire Council have developed the package in an agreed manner and the peer review team's concern should be classed as something which could have been done differently rather than a fundamental issue.

4.3.4.2 Environment, climate change and carbon

The OAR identifies numerous key transport-related environmental drivers in national, regional and local policy, including the switch to sustainable modes of transport to reduce carbon emissions, along with overall reductions in vehicle traffic and freight. Air Quality and transport related noise impacts on the South Wye area are the key environmental topics of focus. As would be expected, the environmental issues are framed within the desire for improved transport outcomes and of the three strategic objectives, environmental issues are focused on

[13] Page 5, Transport Analysis Guidance for the Technical Project Manager, May 2018

reducing the transport impacts of air quality and noise, which cascades into the package objectives and targets. Broader policy objectives to protect the environment and tackle climate change focus on increasing active travel mode share. A wider set of environmental topics are assessed for the four option packages, and for the preferred Southern Link Road and active travel measures package, adverse effects are predicted for noise, air quality, greenhouse gases, landscape, historic environment, biodiversity and the water environment, and a sight beneficial effect on townscape.

Conclusion: Overall, the assessment is in accordance with the guidance at the time. Should the package be progressed further, the adverse effects predicted on various environmental topics fall short of current Net Gain, Net Zero requirements and the Climate Emergency context and would need revisiting as a result.

4.3.4.3 OAR overall conclusions

Several areas within the OAR could have been done differently to more robustly meet the steps of Stage 1 of the Transport Appraisal process. However, in light of the DfT email of 16/04/19 confirming no further comments on version 11 the report, it can be concluded that Herefordshire Council have developed the package in an agreed manner and the peer review team's concern should be classed as something which could have been done differently rather than a fundamental issue. Although developed in accordance with guidance at the time environmental topics would now fall short of current Net Gain, Net Zero requirements and the Climate Emergency context and would need revisiting as part of any future updates.

4.3.5 SWTP Options Refinement Report

Step 9 of the Transport Appraisal Process is to Clarify Modelling and Appraisal Methodology and paragraph 2.12.1 states that *"where proposals are to be taken forward for further appraisal, analysts should clarify the methodology and scope of further appraisal, and agree this with the Sponsoring Organisation, prior to undertaking the work. The methodology should be documented in an Appraisal Specification Report (ASR), or similar"*. No ASR has been provided. In July 2020 HC / WSP advised that there was an ASR for SWTP which was discussed with the DfT but not published. The issues raised and discussed during this time then migrated into the LMVR, i.e. rather than writing about what it was planned to do (specification), the team wrote about what had been done and why (validation). Updating and publication of the ASR may be something which could be considered in the future if the package is taken forward.

The Option Refinement Report (ORR) is the next report available for the scheme within the appraisal process. This was prepared to document the refinement of the preferred option, as recommended by the OAR. The preferred option is a package combining a Southern Link Road with active travel measures.

Chapters 2 to 4 consider route development, preferred route selection and refinement of the preferred route for the SLR respectively. Chapter 5 explains scheme generation, sifting, grouping and identification of the preferred active travel measures package. The report also provides a summary of public consultation taken from the SWTP Report on Consultation (November 2014) in the case of the SLR and SWTP Active Travel Consultation Report (March 2017) for the active travel measures package.

The two package elements are considered separately, which is consistent with the OAR. The Smarter Choices work takes a proportionate approach based upon EAST[14]. The SLR elements are assessed in a what appears to be a robust manner, albeit it relies upon reports and

[14] Early Assessment and Sifting Tool, DfT

consultation generally dating back to 2014, which would have been 5 years old by the time the ORR was produced.

Conclusion: The ORR provides a proportionate assessment of the active modes options and a robust assessment of the SLR. The DfT email of 16/04/19 confirming no further comments of version 6 the report provides further weight to the conclusion that Herefordshire Council have developed the package in an agreed manner.

4.3.6 SWTP Economic Appraisal Report and Economic Case

In reviewing these documents, several detailed technical comments relating to traffic forecasting and modelling were made. In order to aid the flow of the report and to answer the three key questions in the brief for the peer review, the detailed points are provided as Appendix C.

Conclusion: A series of comments have been made in respect of the EAR and draft Economic Case. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a 'critical friend' approach to what may need to be inspected again in the future.

4.3.7 SWTP Traffic Forecasting Report (TFR)

The Traffic Forecasting Report models two different scenarios, one with the committed highway schemes, and one with the additional South Wye Transport Package measures.

- The Southern Link Road (SLR), connecting A49/B4399 Roundabout to A465
- Active travel measures

The primary purpose of the highway model is to assess the environmental and economic benefits of the SWTP.

The modelled scenarios have included assumptions based on the opening of the SLR and combined with the bypass opening year. The transport packages have been separated, to allow the Hereford Transport Package to be assessed independently.

In reviewing this document, a number of detailed technical comments relating to traffic forecasting and modelling were made. In order to aid the flow of the report and to answer the three key questions in the brief for the peer review, the detailed points are provided as Appendix C.

Conclusion: A series of comments have been made in respect of the TFR. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a 'critical friend' approach to what may need to be inspected again in the future.

4.4 Summary of findings

Table 4.3 provides a summary of the peer review team's conclusions in respect of how the key documents to support the development of the package meet the three aims of the review. They are categorised in line with the RAG criteria explained at the start of this Section.

Table 4.3: Summary of findings by document

Document	Conclusion as to whether the document meets the peer review aims
SWTP Preferred Option Report	Conclusion: The level of information provided does not meet the requirements of Stage 1 of TAP. The preferred option report considers alternative link road alignments but this does not constitute an appropriate study of alternative interventions or the impact of doing nothing. Sustainable transport proposals are considered in an Appraisal Summary Table (AST) in Appendix B but are not really covered in the main body of the report. This document has in effect been superseded by the 2018 Options Appraisal Report, which has been developed in line with Stage 1 of TAP. Hence whilst it may have had deficiencies in the context of TAP, the significance is minor given the OAR looks at options.
SWTP Southern Link Road planning statement	Given this is a planning rather than a transport document, this has purely been considered and included within the reviewed suite of documents to provide context for the package.
Hereford Transport Model Local Model Validation Report	Although the LMVR is a comprehensive document, with the information providing a clear understanding of the model and its validation results, a number of queries were raised in the rapid peer review of the document. It is important to note that the LMVR was in the process of being reviewed with the DfT as part of the submission of the SWTP Full Business Case. The direction from HC was that a detailed technical validation of modelling was not being sought from the peer review. The assessment of the modelling was in the context of it being in general appropriate for the stage of the project and supporting the conclusions reached. The work is considered to be appropriate for the work to date and the technical queries raised are points which may need to be considered again if the packages are progressed in the future.
SWTP Options Assessment Report	A number of areas within the OAR could have been done differently to more robustly meet the steps of Stage 1 of the Transport Appraisal process. However, in light of the DfT email of 16/04/19 confirming no further comments on version 11 the report, it can be concluded that Herefordshire Council have developed the package in an agreed manner and the peer review team's concern should be classed as something which could have been done differently rather than a fundamental issue. Although developed in accordance with guidance at the time environmental topics would now fall short of current Net Gain, Net Zero requirements and the Climate Emergency context and would need revisiting as part of any future updates
SWTP Options Refinement Report	The ORR provides a proportionate assessment of the active modes options and a robust assessment of the SLR. The DfT email of 16/04/19 confirming no further comments on version 6 the report provides further weight to the conclusion that Herefordshire Council have developed the package in an agreed manner.
SWTP Economic Appraisal Report SWTP Economic Case	A series of comments have been made in respect of the EAR and draft Economic Case. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a 'critical friend' approach to what may need to be inspected again in the future.
SWTP Traffic Forecasting Report	A series of comments have been made in respect of the TFR. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a 'critical friend' approach to what may need to be inspected again in the future.

Notes:

- Aim 1 In accordance with TAG
- Aim 2 Sound evidence base
- Aim 3 Decisions sound
- Red = looking backwards – issue which should be clarified,
- Green = looking backwards – sound but issue could have been done differently.
- Amber = looking forwards = issue to be considered if package progressed further in the future
- Black = not applicable

5 Future requirements

Environmental issues, climate emergency and net zero policy has been considered separately to the individual documents that formed a part of the appraisal review. This section explains the relative overarching policies and how these have changed and adapted throughout the appraisal process. The policies used at the start of the process, albeit correct at the time of the SWTP's earlier development, are now out of date.

A fundamental shift in Government policy and ambition in the area of the environment, climate and carbon has occurred since the SWTP assessment documents were produced. The United Nation's Paris Agreement called on all countries to engage in climate action to maintain the global average temperature increase below 2°C and aim to limit it to below 1.5°C compared to pre-industrial levels. In 2018, the Intergovernmental Panel on Climate Change (IPCC) Special Report concluded limiting global warming to 1.5°C would require "unprecedented" and "deep emissions reductions in all sectors" and a decrease in global CO2 emissions by about 45% by 2030 compared to 2010, reaching net zero by 2050. Central UK Government declared a Climate Emergency in May 2019, followed in June 2019 with the target for 100% reduction in GHG emissions by 2050 (Net Zero). This materially affects investment decisions, especially in the area of transport infrastructure. Updates to the NPPF in 2018 embedded the principle of environmental "net gain" in relation to new development. Taken together, these provide grounds for challenge to any scheme which does not demonstrably provide environmental benefit and contribute to significant reduction in carbon emissions. The forthcoming Environment Bill is expected to reinforce this trajectory.

Legal challenge to both transport policy and major infrastructure projects has also gathered momentum in recent years, epitomised in the February 2020 Court of Appeal ruling regarding Heathrow's third runway. In this case the court of appeal ruled that ministers did not adequately take into account the government's commitments to tackle the climate crisis. More specifically that at the time that the UK commitment to the Paris Agreement was put into law, the Transport Minister should have instructed the Department for Transport to review the national policy statement on aviation to ensure that it remained a 'legal' policy statement in the context of the UK revised commitments with respect to carbon.

The approach to assessing major transport schemes in TAG is still catching up with policy. It remains possible for schemes to fully meet current assessment criteria and yet fall short of the high standards set by policy. TAG Unit A3 (Environmental Impacts) predominantly dates back to 2015 (although Air Quality sections were updated in 2019) and is not explicitly aligned with the policy of 100% reduction in GHG emissions by 2050, although there is a "strong preference" for Net Gain in regard to biodiversity. The latest DMRB guidance on climate change (LA 114) is from October 2019 and does reference the Net Zero target and take account of current climate change scenarios (UKCP18).

Since they pre-date these policy and guidance updates, and the latest UKCP18 climate scenarios, unfortunately all the SWTP documents would now fall short of current ambition in these areas. Whilst issues around Air Quality and Noise are rightly identified, there is insufficient assessment of carbon and climate impacts compared to current requirements (although the assessment was valid at the time). These points are not intending to indicate that there was any deficiency in the work undertaken, merely that more recent policy and guidance would mean that these issues should be considered again if the existing work is taken forward.

Taking this into account and given the policy changes it is likely that the Climate Emergency, Net Zero and Net Gain would now be strategic objectives against which options for SWTP (and indeed any highway / transport infrastructure scheme) would need to be assessed and progressed, likely leading to different solutions to those chosen to date.

6 Summary and conclusions

6.1 Preamble

This report provides the findings of the peer review work that has been undertaken on the governance and technical documents used to develop the South Wye Transport Package.

The aims of the peer review are to:

- Establish whether the package has been developed in accordance with the major transport scheme process as laid out in TAG
- Establish whether the package including their major road scheme components (the southern link road in the SWTP) are based on a sound evidence base
- Clarify whether the decisions to progress these packages were sound and justified in line with the recommendations of the technical work.

The comments and recommendations made regarding each document is summarised in terms of:

- Looking backwards – issues identified which should be clarified or amended.
- Looking to the future – generally technical issues related to transport modelling and appraisal which may need to be revisited if the package are progressed further in the future. This point also considers environmental, climate change and net zero issues which could lead to a different vision for the package.

The format of the review provides a concise commentary on the document provided, notes any issues identified by the review team and concludes with a summary of each document.

The review also considered responses by the Herefordshire Council team and technical team made to queries raised by the review team.

6.2 Documents reviewed

It is clear that a large volume of information has been produced to support the development of the package. Following an initial rapid review of all supplied documents, the peer review focussed upon the following:

- SWTP Preferred Option Report (3512983A-HHR Version 6.0, November 2014)
- SWTP Southern Link Road Planning Statement (3512983L-HHR Final, April 2015)
- Hereford Transport Model Local Model Validation Report (70029880-571\1\3 3rd Draft, September 2017)
- SWTP Options Assessment Report (3512983BP Revision 10, October 2018)
- SWTP Options Refinement Report (70089880 Revision 6, February 2019)
- SWTP Economic Appraisal Report (3512983BP–WSP-DEV-001-EAR03 Rev 2, February 2019)
- SWTP Economic Case (no report reference, May 2019) (part of draft Full Business Case)
- SWTP Traffic Forecasting Report (3512983BP-WSP-DEV-001-TFR02 Rev 1, December 2018).

6.3 Classification of review comments

The comments made have been classified in terms of:

- Looking backwards – issues identified which should be clarified or amended. Categorised red where the point made is deemed to be a significant issue, green if the premise is sound however things could have been covered differently (i.e. a technical recommendation which could be reconsidered).
- Looking to the future – generally technical issues which could be revisited if the packages are progressed further, as well as environmental, climate change and net zero issues which could lead to a different vision for the package. These points are all categorised as amber, on the premise that they would be considered in the future before the package was progressed further.

6.4 Peer review conclusions

A volume of technical work has been reviewed to assess the case for the package. The findings are summarised below.

Document	Conclusion as to whether the document meets the peer review aims
SWTP Preferred Option Report	Conclusion: The level of information provided does not meet the requirements of Stage 1 of TAP. The preferred option report considers alternative link road alignments but this does not constitute an appropriate study of alternative interventions or the impact of doing nothing. Sustainable transport proposals are considered in an Appraisal Summary Table (AST) in Appendix B but are not really covered in the main body of the report. This document has in effect been superseded by the 2018 Options Appraisal Report, which has been developed in line with Stage 1 of TAP. Hence whilst it may have had deficiencies in the context of TAP, the significance is minor given the OAR looks at options.
SWTP Southern Link Road planning statement	Given this is a planning rather than a transport document, this has purely been considered and included within the reviewed suite of documents to provide context for the package.
Hereford Transport Model Local Model Validation Report	Although the LMVR is a comprehensive document, with the information providing a clear understanding of the model and its validation results, a number of queries were raised in the rapid peer review of the document. It is important to note that the LMVR was in the process of being reviewed with the DfT as part of the submission of the SWTP Full Business Case. The direction from HC was that a detailed technical validation of modelling was not being sought from the peer review. The assessment of the modelling was in the context of it being in general appropriate for the stage of the project and supporting the conclusions reached. The work is considered to be appropriate for the work to date and the technical queries raised are points which may need to be considered again if the packages are progressed in the future.
SWTP Options Assessment Report	A number of areas within the OAR could have been done differently to more robustly meet the steps of Stage 1 of the Transport Appraisal process. However, in light of the DfT email of 16/04/19 confirming no further comments on version 11 of the report, it can be concluded that Herefordshire Council have developed the package in an agreed manner and the peer review team's concern should be classed as something which could have been done differently rather than a fundamental issue. Although developed in accordance with guidance at the time environmental topics would now fall short of current Net Gain, Net Zero requirements and the Climate Emergency context and would need revisiting as part of any future updates
SWTP Options Refinement Report	The ORR provides a proportionate assessment of the active modes options and a robust assessment of the SLR. The DfT email of 16/04/19 confirming no further comments on version 6 the report provides further weight to the conclusion that Herefordshire Council have developed the package in an agreed manner.

Document	Conclusion as to whether the document meets the peer review aims
SWTP Economic Appraisal Report	A series of comments have been made in respect of the EAR and draft Economic Case. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a 'critical friend' approach to what may need to be inspected again in the future.
SWTP Economic Case	
SWTP Traffic Forecasting Report	A series of comments have been made in respect of the TFR. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a 'critical friend' approach to what may need to be inspected again in the future.

Notes:

- Aim 1 In accordance with TAG
- Aim 2 Sound evidence base
- Aim 3 Decisions sound
- Red = looking backwards – issue which should be clarified,
- Green = looking backwards – sound but issue could have been done differently.
- Amber = looking forwards = issue to be considered if package progressed further in the future
- Black = not applicable

Aim 1 of the review is considered to be met. Whilst there remain points of technical detail which may need to be addressed in the future if the package is taken forward, it is clear that the technical work undertaken since 2018 has been prepared in accordance with the DfT Transport Appraisal Process.

Aim 2 of the review, which is to establish whether the packages including their major road scheme components (the southern link road in the SWTP) have been developed with a sound evidence base is deemed to be met. The history of the package revolves around the infrastructure needs to meet the plans of the Core Strategy. It is evident that the infrastructure is required to support the development policies contained within this document. The proposals in the form of the HTP and the SWTP have been tested and challenged in an appropriate way through technical studies, modelling and Examination in Public, to enable them to be adopted within the Local Plan.

To further support the conclusion that the first two aims have been met, Herefordshire Council has also provided evidence that DfT has considered the OAR and ORR and confirmed that they had no further comments on these documents following review. These are two of the more critical documents to inform the case for the package and describe how its appraisal has been progressed.

6.5 Governance and historical development of the package

Whilst a detailed inspection of the fine print of the governance decisions would need to be undertaken by a land use or legal expert rather than the transport professionals who have undertaken the peer review, from the information considered in these documents it does appear that all decisions have been made in accordance with the recommendations of the technical evidence provided to support the Council papers at the time, i.e. the action taken was appropriate in the context of the advice and recommendations provided and the technical information available. There is a logical flow of decisions which recommend the continuation of the package, including where decisions have been called in for further scrutiny and additional information has been provided to justify the associated course of action.

One aspect which is not explicit within any of the decisions is the point at which the schemes split from a single bypass road scheme to two packages which included additional measures and a split of the two road elements. Whilst this is not considered to be a particular flaw in either

package, it would be helpful to record this in future scheme timelines if the package is progressed further.

In addition to the council's governance the proposals have been tested and challenged in an appropriate way through technical studies and Examination in Public, to enable them to be adopted within the Local Plan. Since the adoption of the Core Strategy, more recent technical work has been subject to regular public consultation and council scrutiny and there is nothing to indicate that decisions have not been undertaken in accordance with the technical evidence and recommendations which were available at decision points.

Aim 3 of the review is considered to be met.

Appendices

A. Incoming document register

The following is a cohesive list of all the documents that have been reviewed throughout the peer review process:

Initial technical documents:

- July 2011 - Local Development Framework
- March 2013 - Draft Core Strategy
- November 2014 - SWTP Additional Route Options (PB)
- November 2014 - SWTP Preferred Option Report Final Low RES (PB)
- November 2014 - SWTP Public Consultation Report (PB)
- November 2014 - SWTP Route Options
- July 2016 – Planning Permission Decision Notice 275986
- March 2017 - SWTP Active Travel Consultation Report (WSP PB)
- February 2019 – SWTP Option Refinement Report (WSP)
- Pro forma (SWTP)
- 2003 Multi Modal Report

Additional technical documents

- Hereford Transport Demand Model Validation Report
- SWTP Benefits Realisation Plan
- SWTP Commercial Case
- SWTP Commercial Case Appendix C1 Procurement Strategy
- SWTP Commercial Case Appendix C2 Decision on SLR Procurement
- SWTP Commercial Case Appendix C3 Risk Register
- SWTP Commercial Case Appendix C4 Programme
- SWTP Economic Appraisal Report
- SWTP Economic Case
- SWTP Financial Case
- SWTP Financial Case Appendix F1 Southern Link Road Cost Sheet
- SWTP Financial Case Appendix F2 Risk Register
- SWTP Financial Case Appendix F3 Project Risk Management Quantitative Cost Risk Analysis
- SWTP Financial Case Appendix F4 Active Travel Measures Cost Estimates
- SWTP Traffic Forecasting Report
- SWTP Option Assessment Report
- SWTP Option Assessment Report Appendices
- SWTP Southern Link Road Planning Statement
- SWTP Southern Link Road Planning Statement Fig 2.2
- SWTP Southern Link Road Planning Statement Fig 2.3
- SWTP Schedule of supporting documents

- SWTP Strategic Outline Case Proforma
- Hereford Transport Model Local Model Validation Report
- Appendix 2 VARIATION TO MEMORANDUM OF UNDERSTANDING (NOVEMBER 2014)
- Letter: HEREFORDSHIRE LOCAL DEVELOPMENT FRAMEWORK TRANSPORT MODELLING AND APPRAISAL
- Hereford Enterprise Zone Local Development Order
- Statement of Common ground Between Herefordshire Council and Highways Agency

Governance decisions

- 16.09.2010 - Cabinet - Publication of Core Strategy Option paper
- 28.07.2011 - Cabinet - Economic Development Strategy LDF and LTP3
- 19.07.2013 - Council - Core Strategy Approval
- 18.12.2014 - GOSC - Call-In of Cabinet Decision on the SWTP 13 Nov 2014
- 02.12.2014 - GOSC - Response to Call-In of Cabinet Decision on the SWTP 13 Nov 2014
- 18.12.2014 - Cabinet - South Wye Transport Package Report following Call-In
- 16.10.2015 - Council - Adoption of Core Strategy
- 20.05.2016 - Council - Adoption of Local Transport Plan
- 14.12.2017 - Cabinet - SWTP Active Travel Measures Progression
- 08.03.2019 - Cabinet Member - SWTP Preferred ATM Package

B. Summary tracker of comments

MOTT MACDONALD

Project Title **Peer Assessment of Hereford and South Wye Transport Packages**
Project No. **417997**
Document **South Wye Transport Package Comments Log**
Rev / Date **Rev 1 / 09/07/20**

Comment ID	Status	Issue Theme	Source report	Specific location (e.g. section,page,para)	Comment	Date	Raised by	Allocated to	Response	Date	Comment_update	Date	Closed date
SW1	Closed	Options sifting	SWTP Option Assessment Report	Section 4.2.9 and 7.2	**TAP Step 6** Identifies "In general, cheaper and easier parking at a destination is associated with more driving, whereas parking restraint is associated with less driving" - however parking charges are discarded as an option in Table 19 prior to scoring	22/6/20	MM	WSP	Notwithstanding its potential merits as a an intervention, para 7.2.2. outlines the reason for discarding, stating that 'a combination of revenue and capital expenditure are likely to form part of the wider strategy to address the problems in the South Wye area. However, the major transport scheme funding (which requires the submission of a Transport Business Case, and which the OAR forms a component part) is for capital expenditure. On that basis only capital expenditure options were considered further through the assessment process'	8/7/20	It is understood why this position has been taken and TAP paragraph 2.9.1 notes that "At the end of Step 5 … An initial sift should … be undertaken to identify any 'showstoppers' which are likely to prevent an option progressing at a subsequent stage in the process", however we do feel it would be remiss for the review team not to note a concern that there are options which could address in part some of the problems identified, which have been discounted without any further examination. Without this how can we be sure the right options have been taken forward?	8/7/20	8/7/20
SW2	Closed	Options sifting	SWTP Option Assessment Report	p101 / Table 21	**TAP Step 7** There is only a short explanation as to how and why the remaining options have been combined into four preferred packages. This needs more explanation	22/6/20	MM	WSP	The rationale is set out (albeit briefly) in para 8.2.12: 'As illustrated in Table 21, several options were not considered to achieve the desired outcomes in isolation. Therefore, in line with best practice guidance, consideration was given to ways in which these options could be packaged together. The aim was to create a sensible number of distinct and feasible option packages for further development and assessment.' TAP does not give guidance on how this should be carried out.	8/7/20	Acknowledge TAP isn't explicit on this point. More explanation would aid clarity for the reader, but it would not be justified to revisit the OAR on the basis of this point alone.	8/7/20	8/7/20
SW3	Open	Options sifting	SWTP Option Assessment Report	Table 27	**TAP Step 7-8** Only a single package has been taken forward. The outcome of the OAR process in Step 8 of TAP is to identify the better performing options (including a low-cost option) for progressing to Stage 2 of the appraisal process, which hasn't been shown to happen for SWTP	22/6/20	MM	WSP	[illegible] taken forward, 2 of them (online highway improvement and the junction capacity improvement options) did not perform well against the assessment areas. It goes on to say: 'The Option Assessment Framework also demonstrated that the Southern Link Road and Active Travel Measures would contribute to the delivery of the area package objectives, with each performing better against different assessment areas. It was therefore proposed that these options be combined to deliver a package (Southern Link Road + Active Travel Measures) which performs well across the majority of the assessment areas.' In essence the two better performing options were taken forward, but in combination, as the identified best means of achieving the range of objectives. Para 9.3.5 states that 'It was considered that the Online Highway Improvements or the Junction Capacity Improvement packages referred to in Table 23 had the potential to form a low cost solution to compare with the preferred package. These were two of the four options assessed using the Option Assessment Framework. However, the Option Assessment Framework demonstrated that these packages would not sufficiently contribute to the achievement of the area package objectives. Therefore, in accordance with Step 7, these weaker performing packages were not taken forward and a low cost alternative to the preferred package was not	8/7/20	The concern with the approach taken to combine the strongest performing interventions, namely the SLR and active travel measures, at the end of Stage 1 is that it could appear that a preferred package has been settled at this point. It is fully acknowledged that this remaining option needs to be (and is) subject to further appraisal in Stage 2, however typically other options would remain and be subject to further appraisal in Stage 2	8/7/20	
SW4	Closed	Dependent development	SWTP Option Assessment Report	Paragraph 3.5.3	"…the previous modelling of the performance of key routes and junctions in Hereford forecasts an overall deterioration in the levels of service, providing a clear indication that the current highway network is unable to accommodate the level of growth anticipated by the Core Strategy". Despite this at no point is it suggested that a transport intervention should be implemented as a prerequisite of additional growth. HC to clarify future development relationship with infrastructure and whether all or some of the planned development must be considered to be dependent on some form of transport intervention	22/6/20	MM	WSP	Para 1.1.196 of the draft Strategic Case chapter states that 'Appendix 5 of the Core Strategy identifies that up to 3,250 dwellings can be delivered prior to the combination of the Southern Link Road and the river crossing section being completed. Should these infrastructure elements not be completed in a timely manner then housing delivery in Hereford may be held up or delayed.' Para 1.1.14 of the draft Management Case states that 'The SWTP is not reliant on the prior completion of other programmes or projects to enable it to proceed. Other relevant and complementary projects are described in the Strategic Case.'	8/7/20	Closed - clarified by comment and by clarifications in discussions with HC	8/7/20	8/7/20
SW5	Closed	Technical / future issue to address	SWTP Economic Appraisal Report	Table 13	Sectorised benefits shows substantial asymmetry, particularly, but far from exclusively, in relation to Hereford City South West (Sector 1). Also, in Table 13, when considering benefits by origin and destination the sector that realises the greatest benefit is actually Hereford City North East (sector 3) and not Sectors 1 and 2 as noted in paragraph 7.3.3.	22/6/20	MM						
SW6	Closed	Technical / future issue to address	SWTP Economic Appraisal Report	Table 24 / Table 14	Reliability benefits are very low compared to travel time benefits i.e. £0.6m vs £69m. We would have expected these to be several times greater or the travel time benefits to be much lower.	22/6/20	MM						
SW7	Closed	Technical / future issue to address	SWTP Economic Appraisal Report	Paragraph 3.8 / Table 25 / TEE	Output change in imperfectly competitive markets is mentioned (in paragraph 3.8) but doesn't seem to be included in the adjusted BCR. This would add £1.17m benefits (based on 10% of business benefits).	22/6/20	MM						
SW8	Closed	Technical / future issue to address	SWTP Economic Appraisal Report	Table 22	The sensitivity testing realises a sensible range of BCRs for the scheme (for low, core and high growth) but the split by purpose is inconsistent for Other and Business. For Other, the benefits for Core and Low are virtually the same. For Business, the high growth test results in fewer Business benefits than the Core.	22/6/20	MM						

SW9	Closed	Technical / future issue to address	SWTP Economic Appraisal Report	Table 16 / Appendix K	The Interpeak (IP) period is providing around half of the total travel time benefits from 2041 onwards, whereas in the earlier years it provides only a fraction of this amount. The IP travel time benefits in 2041 are fifteen times higher than they are in 2026. This pattern of benefits appears to be implausible and from looking at the inconsistent interpeak delay plots in the Traffic Forecasting Report (Appendix K), it seems likely to stem from a quirk/ problem in the modelling rather than being related to a genuine impact of the scheme. In particular, the step change in the IP benefits warrants further explanation	22/6/20	MM						
SW10	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Section 3.2	When comparing the "need for VDM" tests outlined in section 3.2 against the results set out in the SWTP EAR it is clear that VDM has a significant impact on user benefits.	22/6/20	MM						
SW11	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Section 3.3.3	The following quote from section 3.3.3 *"DIADEM can only be used to estimate the elasticity of home-based trips"* is incorrect. Presumably it is intended to state that VDM isn't applied to goods vehicle trips which are generally assumed to be fixed. In the SWTP modelling, demand segments 4, 5 and 6 represent non-home-based trips subject to VDM.	22/6/20	MM						
SW12	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Section 3.3.10	Within 3.3.10 it is noted that trip matrices for the SWTP model have been derived in Origin - Destination (OD) format rather than Production - Attraction (PA). This appears to be an oversight in the original development of the model as the use of PA matrices, particularly in forecasting for schemes of this type, would be a more typical approach. Applying VDM at OD level can lead to inconsistencies as the link is broken between outbound and return trips resulting in asymmetric changes to trip patterns.	22/6/20	MM						
SW13	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Section 4.1.2	In section 4.1.2 it is noted that the SLR future Design Year aligns with the Hereford Bypass design year. In the Hereford Transport Package (HTP) modelling the SLR Design Year is modelled as 2035, 15 years after scheme opening.	22/6/20	MM						
SW14	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Section 4.3.5 / Table 13	The following quote is from section 4.3.5 "As the estimated number of new jobs in Herefordshire districts exceeds the growth in TEMPro, the number of jobs for the future year has been set equal to the base year (see bold numbers in table)." Further classification needs to be provided. It is also unclear which table this refers to as the adjacent table (Table 13) has no bold highlight and it is not obvious where the number of assumed jobs has been capped.	22/6/20	MM						
SW15	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Table 14	Table 14, growth rates for freight trips, look like factors that have been mistakenly formatted as percentages.	22/6/20	MM						
SW16	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Section 5.1.2	In section 5.1.2 it is noted that 4 committed schemes have been included in the Do Minimum (DM) forecasts. Of these, only Hereford Northern Expansion isn't included from the 2020 opening year onwards. The Hereford Northern Expansion is due to open in 2022.	22/6/20	MM						
SW17	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Section 5.1.2	Within section 5.2.5 it appears that a number of signalised junctions, including the A49 Ross Road and Belmont Asda junction have been optimised in the Do Something (DS) scenario only. The significance of the optimisation of these junctions in only the DS scenario is unclear but the impact of this change on the economic assessment of the scheme could be substantial. In this regard it would be helpful to know how dependent the reported scheme benefits are to the optimisation of these junctions. A simple test against a DS scenario in which the junctions are left the same as the DM would be helpful to understand this. **(More detail in MM TN 417997-MMD-MAN-XX-TN-TA-015 Appendix E.1.7)**	22/6/20	MM						
SW18	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Section 5.2.8	Active travel measures coded in the DS should lead to disbenefits for cars/GVs in the highway appraisal. Section 5.2.8 needs classification on whether these disbenefits have been identified.	22/6/20	MM						
SW19	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Section 6.2.9	In section 6.2.9 there is a suggestion that fuel cost change and income growth factors have been applied to the National Trip End Model (NTEM) growth, but these adjustments are only applicable in a fixed matrix assignment. The DIADEM VDM model negates the need for these adjustments. This should be clarified.	22/6/20	MM						
SW20	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Table 16	In Table 16, Constraint to TEMPro, the growth factors are mistakenly formatted as percentages.	22/6/20	MM						
SW21	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Section 6.6	In section 6.6 the value of time for Other Goods Vehicle 1 (OGV1) and Other Goods Vehicle 2 (OGV2) is based on the driver's value of time and does not take account of the influence of owners on the routeing of these vehicles. TAG Unit M3.1 para 2.8.8 indicates that consideration should be given to doubling this value	22/6/20	MM						
SW22	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Section 8.2	In section 8.2 a 12hr or 24hr flow for the SLR is not immediately apparent within the Traffic Forecasting Report (TFR) but based on the annualisation factors in the Economic Assessment Report (EAR), the 12hr (2-way) flow on Southern Link Road is only around 5,300 vehicles in 2020. This seems inconsistent with the level of benefit being claimed. This is clearly not a busy road, especially compared to the volumes carried by the A49 where over 45,000 vehicles per day crossed the A49 bridge in 2018 according to the DfT traffic counter.	22/6/20	MM						
SW23	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Appendix I	The (A3 size) tabulations of traffic flows are very unwieldy and we would have expected to see a diagrammatic figure showing the flows on key links within the main body of the report. 12hr flows would also be helpful to allow greater understanding of the impact of the SLR scheme across the day.	22/6/20	MM						

SW24	Closed	Technical / future issue to address	SWTP Traffic Forecasting Report	Appendix K	The node delay plots show that the largest delay by far (several times larger than anywhere else) in any modelled period is in the interpeak and is in the centre of Hereford. This delay is present in all years for the DM scenario but is only present in 2020 and 2026 for the DS scenario. To some extent the removal of this delay could provide an explanation for the unusual pattern of interpeak (IP) benefits, although the same effect would also be expected to be seen in the 2032 benefits and it isn't. Further explanation of the impact of this delay on the IP forecasts is required, including the rationale for not addressing this very large delay in the DM models.	22/6/20	MM						
HTP&SW1	Closed	Technical / future issue to address	Hereford Transport Demand Model Validation Report	General comment	*** Applies to HTP and SWTP *** No detailed review of this document has taken place since WSP indicated in May 2020 that 'essentially, all items and queries had been responded to by correspondence with an agreement to produce a final version of the LMVR made in June 2019'. However, the DfT correspondence attached to the Note does not confirm that the DfT has reviewed and accepted the model, it merely confirms dialogue has taken place. This either requires further information to be provided or HC to confirm that this document does not require reviewing to close this out.	22/6/20	MM						

C. Detailed modelling comments

MOTT MACDONALD

Appendix C

As part of the peer review a number of detailed comments have been made in respect of transport modelling and forecasting. They are not intended to imply a fundamental issue with the work, these are points which the review team feels may need to be reviewed by Herefordshire Council's technical team / consultants if the package is progressed further in the future.

SWTP Economic Appraisal Report and Economic Case

The following comments are made (references to the EAR are in bold text):

- **Table 13** – Sectorised benefits shows substantial asymmetry, particularly, but far from exclusively, in relation to Hereford City South West (Sector 1). Also, in Table 13, when considering benefits by origin and destination the sector that realises the greatest benefit is actually Hereford City North East (sector 3) and not Sectors 1 and 2 as noted in paragraph 7.3.3.
- Reliability benefits are very low compared to travel time benefits i.e. £0.6m vs £69m.
- Output change in imperfectly competitive markets is mentioned (in paragraph 3.8) but doesn't seem to be included in the adjusted BCR. This would add £1.17m benefits (based on 10% of business benefits).
- The sensitivity testing realises a sensible range of BCRs for the scheme (for low, core and high growth) but the split by purpose is inconsistent for Other and Business. For Other, the benefits for Core and Low are virtually the same. For Business, the high growth test results in fewer Business benefits than the Core.

Table 16 (shown below as Table 1.1) within the EAR provides the breakdown of travel time benefits, model year and time period. Additional columns have been added by Mott MacDonald to show percentages (in italics).

Table 1.1: Table 16 in EAR

Year	AM	IP	PM	Total	*AM*	*IP*	*PM*
2020	543	125	143	811	*67%*	*15%*	*18%*
2026	396	47	111	554	*71%*	*8%*	*20%*
2032	381	172	343	896	*43%*	*19%*	*38%*
2041	367	704	319	1390	*26%*	*51%*	*23%*
2051	402	616	317	1335	*30%*	*46%*	*24%*

Table 1.1 shows, that the Interpeak (IP) period is providing around half of the total travel time benefits from 2041 onwards, whereas in the earlier years it provides only a fraction of this amount. The IP travel time benefits in 2041 are fifteen times higher than they are in 2026. This pattern of benefits appears to be implausible and from looking at the inconsistent interpeak delay plots in the Traffic Forecasting Report (**Appendix K**), it seems likely to stem from a quirk/ problem in the modelling rather than being related to a genuine impact of the scheme. In particular, the step change in the IP benefits warrants further explanation.

There are some resulting queries from investigating the EAR:

- Why do the total travel time benefits reduce by over 30% between 2020 and 2026 before recovering in 2032?
- Why is there a step change in travel time benefit between 2032 and 2041 (i.e. a 55% increase)?
- In 2020 and 2026 why are there so few benefits in the PM peak when in the following years the AM and PM travel time benefits are broadly similar?

EAR Conclusion: Something doesn't look quite right in the modelling. On the face of it looks unusual. Further investigation recommended as part of any further development of the package to explain / clarify.

SWTP Traffic Forecasting Report (TFR)

The Traffic Forecasting Report models two different scenarios, one with the committed highway schemes, and one with the additional South Wye Transport Package measures.

- The Southern Link Road (SLR), connecting A49/ B4399 roundabout to A465
- Active travel measures.

The primary purpose of the highway model is to assess the environmental and economic benefits of the SWTP.

The modelled scenarios have included assumptions based on the opening of the SLR and combined with the bypass opening year. The transport packages have been separated, to allow the Hereford Transport Package to be assessed independently.

For the future modelled years, there eastbound flows are higher in the AM peak, with westbound flows higher in the PM peak. The interpeak flows are 25-45% higher eastbound and this difference reduces proportionally in the later years modelled, indicating that the flows are not entirely tidal.

The following points of detail have been identified within the document:

Need for Variable Demand Modelling (VDM)

Within section 3.2 there is possibly a moot point given that variable demand modelling has been applied for the SLR forecasting but when comparing the “need for VDM” tests outlined in section 3.2 against the results set out in the SWTP EAR it is clear that VDM does have a significant impact on user benefits.

Diadem Variable Demand Model (VDM)

The following quote from section 3.3.3 *“DIADEM can only be used to estimate the elasticity of home-based trips”* is incorrect. Presumably it is intended to state that VDM isn’t applied to goods vehicle trips which are generally assumed to be fixed. In the SWTP modelling, demand segments 4, 5 and 6 represent non-home-based trips subject to VDM.

Within 3.3.10 it is noted that trip matrices for the SWTP model have been derived in Origin - Destination (OD) format rather than Production - Attraction (PA). This appears to be an oversight in the original development of the model as the use of PA matrices, particularly in forecasting for schemes of this type, would be a more typical approach. Applying VDM at OD level can lead to inconsistencies as the link is broken between outbound and return trips resulting in asymmetric changes to trip patterns.

In the report there is a section to say VDM isn't required but then it's been done. This is a point of consistency rather than deficiency.

VDM Conclusion: We would recommend an edit to the document is required rather than this is indicating any deficiency in development. In the report there is a section to say VDM isn't required but then it's been done - it’s a point of consistency rather than deficiency.

Future year scenarios

In section 4.1.2 it is noted that the SLR future Design Year aligns with the Hereford Bypass design year. In the Hereford Transport Package (HTP) modelling the SLR Design Year is modelled as 2035, 15 years after scheme opening.

Future year scenarios conclusion: This is an observation only.

National trip end forecasts

The following quote is from section 4.3.5 “As the estimated number of new jobs in Herefordshire districts exceeds the growth in TEMPro, the number of jobs for the future year has been set equal to the base year (see bold numbers in table).” Further classification needs to be provided. It is also unclear which table this refers to as the adjacent table (Table 13) has no bold highlight and it is not obvious where the number of assumed jobs has been capped.

National trip end forecasts conclusion: Document edit recommended to clarify rather than being an issue with the modelling.

Growth in freight traffic

Table 14, growth rates for freight trips, look like factors that have been mistakenly formatted as percentages.

Committed highway schemes

In section 5.1.2 it is noted that 4 committed schemes have been included in the Do Minimum (DM) forecasts. Of these, only Hereford Northern Expansion isn’t included from the 2020 opening year onwards. The Hereford Northern Expansion is due to open in 2022.

Committed highway schemes conclusion: Northern Expansion is not included in HTP Traffic Forecasting (Table 5, p17) but it is in SWTP Traffic Forecasting (Table 15, p23). Is it correct that this is not in both reference cases?

Traffic signals

Within section 5.2.5 it appears that a number of signalised junctions, including the A49 Ross Road and Belmont Asda junction have been optimised in the Do Something (DS) scenario only. The significance of the optimisation of these junctions in only the DS scenario is unclear but the impact of this change on the economic assessment of the scheme could be substantial. In this regard it would be helpful to know how dependent the reported scheme benefits are to the optimisation of these junctions. A simple test against a DS scenario in which the junctions are left the same as the DM would be helpful to understand this.

The risk in optimising junctions only in the DS scenario is that the signal timings in the DM Saturn model may also be sub-optimal, especially if they have been carried forward from the base year (even in the base year, junctions modelled in Saturn are unlikely to be fully optimised if the final calibrated approach flows are not entirely consistent with the input signal timings).

To maintain an even-handed approach, it may have been more appropriate to optimise all major signalised junctions independently in the DM and DS to account for general changes in traffic resulting from developments and general background growth in traffic. As a minimum, any junctions optimised in the DS should also have been optimised in the DM.

Active travel measures

Active travel measures coded in the DS should lead to disbenefits for cars/GVs in the highway appraisal. Section 5.2.8 needs classification on whether these disbenefits have been identified.

Future year trip ends and constraint to TEMPro

In section 6.2.9 there is a suggestion that fuel cost change and income growth factors have been applied to the National Trip End Model (NTEM) growth, but these adjustments are only applicable in a fixed matrix assignment. The DIADEM VDM model negates the need for these adjustments. This should be clarified.

In Table 16, Constraint to TEMPro, the growth factors are mistakenly formatted as percentages.

Generalised cost parameters

In section 6.6 the value of time for Other Goods Vehicle 1 (OGV1) and Other Goods Vehicle 2 (OGV2) is based on the driver's value of time and does not take account of the influence of owners on the routeing of these vehicles. TAG Unit M3.1 para 2.8.8 indicates that consideration should be given to doubling this value.

Traffic using SLR

In section 8.2 a 12hr or 24hr flow for the SLR is not immediately apparent within the Traffic Forecasting Report (TFR) but based on the annualisation factors in the Economic Assessment Report (EAR), the 12hr (2-way) flow on Southern Link Road is only around 5,300 vehicles in 2020. This seems inconsistent with the level of benefit being claimed. This is clearly not a busy road, especially compared to the volumes carried by the A49 where over 45,000 vehicles per day crossed the A49 bridge in 2018 according to the DfT traffic counter.

Appendix I: Forecast Link Flows

The (A3 size) tabulations of traffic flows are very unwieldy and we would have expected to see a diagrammatic figure showing the flows on key links within the main body of the report. 12hr flows would also be helpful to allow greater understanding of the impact of the SLR scheme across the day.

Appendix K: Node Delay Plots

The node delay plots show that the largest delay by far (several times larger than anywhere else) in any modelled period is in the interpeak and is in the centre of Hereford. This delay is present in all years for the DM scenario but is only present in 2020 and 2026 for the DS scenario. To some extent the removal of this delay could provide an explanation for the unusual pattern of interpeak (IP) benefits, although the same effect would also be expected to be seen in the 2032 benefits and it isn’t. Further explanation of the impact of this delay on the IP forecasts is required, including the rationale for not addressing this very large delay in the DM models.

Following the detailed review, some general issues need to be discussed and examined further. These are:

- Issues relating to the optimisation of key traffic signals in only the DS scenario need to be clarified. There is a clear risk that the approach adopted may have artificially inflated the user benefits that have been attributed to the scheme in the economic appraisal.
- Very large delays in the interpeak model should be investigated, particularly considering the unusual patterns of user benefit noted in the EAR for this time period.
- A diagram showing traffic flows on key links appears to be a significant omission from the forecasting report. The inclusion of select link analyses to show the routing of trips that are making use of the SLR scheme would also aid understanding of the impacts of the scheme.

MOTT MACDONALD

Peer Assessment of Hereford Transport Package Findings Report

July 2020

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Contents

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Executive summary

Mott MacDonald (MM) was appointed by Herefordshire Council (HC) to undertake a peer review of the Hereford Transport Package (HTP) and South Wye Transport Package (SWTP). This report concludes the findings of the review of the Hereford Transport Package.

Summary of the brief

The approach to the peer review is based on the major transport scheme process as established by the Department for Transport (DfT) and set out in its Transport Analysis Guidance (TAG)), particularly Stages 1 and 2 of the Transport Appraisal Process (TAP). The aim of the peer assessment is to:

1. Establish whether each package has been developed in accordance with the major transport scheme process as laid out in TAG
2. Establish whether the packages including its major road scheme components, the western bypass in the HTP, is based on a sound evidence base
3. Clarify whether the decisions to progress these packages were sound and justified in line with the recommendations of the technical work.

In addition, the review was also asked to consider how more recent / emerging national policy, such as the climate emergency, might change the preferred package options if applied retrospectively.

It also considers whether the public and stakeholders have contributed appropriately to the processes involved in developing the two packages.

Peer review

The format of the review provides a concise commentary on the documents provided, notes any issues identified by the review team and concludes with a summary of each document. The summary classifies whether the points made are:

- Looking backwards - issues identified which should be clarified or resolved. Categorised red where the point made is deemed to be a significant issue, green if the premise is sound however things could have been covered differently (i.e. a technical recommendation which could be reconsidered).
- Looking to the future -generally technical issues which could be revisited if the packages are progressed further, as well as environmental, climate change and net zero issues which could lead to a different vision for the package. This are all categorised as amber, on the premise that these points would be considered in the future before the package was progressed further.

The review has the following conclusions:

Document	Conclusion as to whether the document meets the peer review aims
HTP Option Assessment Report (OAR)	The OAR produced for HTP follows the structure and format of the transport appraisal process as set out in TAG, where each of the steps 1-7 are set out in turn and reported within an OAR (Step 8). However, two points remain of concern following this review of the OAR: • Some options were discounted, due to being appraised in different studies, should have been taken through a full process to determine if they had the opportunity to fulfil the objectives of the scheme. If the HTP Strategic Outline Business Case is progressed, we would recommend those discounted options are reconsidered. • The concern with the approach taken to combine the strongest performing interventions, namely the road and active travel measures, at the end of Stage 1 is that it could appear that a preferred package has been settled at this point. It is fully acknowledged that this remaining option needs to be (and is) subject to further appraisal in Stage 2. However, the option assessment process has shown there is an alternative option which could achieve all HTP objectives. Typically, the options which are shown to meet all objectives would be carried forward to further appraisal in Stage 2 "to produce evidence sufficiently robust to support the business case". If the scheme is progressed further, in updating the SOBC, it should be demonstrated that this has been addressed by the scheme promoters.
Hereford Transport Package Strategic Outline Business Case Large Local Majors	The content of these documents are essentially the same as the Strategic Outline Business Case reviewed below and therefore the issues are considered below.
HTP Strategic Outline Business Case (SOBC)	The SOBC structure for the HTP follows the DfT Transport Business Cases guidance closely. The primary concern with the SOBC is that it only considers one option, the preferred package, that has been taken from the OAR. This limited assessment is not in keeping with the principles of TAP which would suggest that more than one option (including a low-cost option) is considered at SOBC stage and have been assessed in comparative detail.
HTP Traffic Forecasting Report (TFR)	A series of comments have been made in respect of the TFR. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a 'critical friend' approach to what may need to be inspected again in the future.
Hereford Transport Model Local Model Validation Report (LMVR)	Although the LMVR is a comprehensive document, with the information providing a clear understanding of the model and its validation results, a number of queries were raised in the rapid peer review of the document. It is important to note that the LMVR was in the process of being reviewed with the DfT. The direction from HC was that a detailed technical validation of modelling was not being sought from the peer review. The assessment of the modelling was in the context of it being in general appropriate for the stage of the project and supporting the conclusions reached. The work is considered to be appropriate for the work to date and the technical queries raised are points which may need to be considered again if the packages are progressed in the future.
HTP Hereford Bypass Stage 2 Environmental Assessment	Since they pre-date these policy and guidance updates, and the latest UKCP18 climate scenarios, unfortunately all this Stage 2 Environmental assessment falls short of current ambition in these areas. Whilst a wide range of topics are assessment, there is insufficient assessment of carbon and climate impacts compared to current requirements (although the assessment was valid at the time). The documents also pre-date the exceptional floods and record-breaking water levels in the River Wye in Feb 2020. Taken this into account and given the policy changes it is likely that the Climate Emergency, Net Zero and Net Gain would now be strategic objectives against which options would need to be assessed and progressed as part of any future work on the package.

Future requirements

Environmental issues, climate emergency and net zero policy has been considered separately to the individual documents that formed a part of the appraisal review.

Assessment approaches and guidance are still catching up with policy. It remains possible for schemes to fully meet current assessment criteria and yet fall short of the high standards set by policy. TAG Unit A3 (Environmental Impacts) predominantly dates back to 2015 (Air Quality sections were updated in 2019) and is not explicitly aligned with the 100% reduction in GHG emissions by 2050, although there is a “strong preference” for Net Gain in regard to biodiversity. The latest DMRB guidance on climate change (LA 114) is from October 2019 and references the Net Zero target and take account of current climate change scenarios (UKCP18).

Since they pre-date these policy and guidance updates, and the latest UKCP18 climate scenarios, unfortunately all the HTP documents would now fall short of current ambition in these areas. Whilst issues around air quality and noise are rightly identified, there is insufficient assessment of carbon and climate impacts compared to current requirements (although the assessment was valid at the time). These points are not intending to indicate that there was any deficiency in the work undertaken at the time, merely that more recent policy and guidance would mean that these issues should be considered again if the existing work is taken forward.

Conclusions

Aim 1 of the review is considered to be met. Whilst there remain points of technical detail which may need to be addressed in the future if the package is taken forward, it is clear that the technical work undertaken since 2018 has been prepared in accordance with the DfT Transport Appraisal Process (TAP).

Aim 2 of the review, which is to establish whether the packages including their major road scheme components (the western bypass in the HTP) have been developed with a sound evidence base, is deemed to be met. The history of the package revolves around the infrastructure needs to meet the plans of the Core Strategy. Infrastructure is required to support the development policies contained within this document and the initial HTP have been tested and challenged in an appropriate way through technical studies, modelling and Examination in Public, to enable them to be adopted within the Local Plan. In progressing to a preferred package there are areas which might have been done differently, particularly around alternative options. Given that work undertaken so far in Stage 2 of TAP remains at a draft stage, there is still the opportunity to address the comments raised in order to better make the case for the scheme, should the package be taken forward in the future. Notwithstanding, it is concluded that in general the technical work provides a suitable evidence base for the package.

Whilst a detailed inspection of the fine print of the governance decisions would need to be undertaken by a land use or legal expert rather than the transport professionals who have undertaken the peer review, from the information considered in these documents it does appear that all decisions have been made in accordance with the recommendations of the technical evidence provided to support the Council papers at the time, i.e. the action taken was appropriate in the context of the advice and recommendations provided and the technical information available. There is a logical flow of decisions which recommend the continuation of the package, including where decisions have been called in for further scrutiny and additional information has been provided to justify the associated course of action.

In addition to the council’s governance the proposals have been tested and challenged in an appropriate way through technical studies and Examination in Public, to enable them to be adopted within the Local Plan. Since the adoption of the Core Strategy, more recent technical

work has been subject to regular public consultation and council scrutiny and there is nothing to indicate that decisions have not been undertaken in accordance with the technical evidence and recommendations which were available at decision points. **As such Aim 3 of the review is considered to be met.**

1 Introduction

Mott MacDonald (MM) has been appointed by Herefordshire Council (HC) to undertake a peer review of the Hereford Transport Package (HTP) and South Wye Transport Package (SWTP). This report concludes the findings of the review of the Hereford Transport Package.

1.1 Summary of the brief

The approach to the peer review is based on the major transport scheme process as established by the Department for Transport (DfT) and set out in its Transport Analysis Guidance (TAG). Hence, the peer assessment of each package reports against the following elements:

- Option development and analysis
- Analysis of impacts
- Evidence informing the business case
- Decision making

The aim of the peer assessment of the Hereford Transport Package is to:

- Establish whether each package has been developed in accordance with the major transport scheme process as laid out in TAG
- Establish whether the package including its major road scheme component, the western bypass, is based on a sound evidence base
- Clarify whether the decisions to progress these packages were sound and justified in line with the recommendations of the technical work.

In addition to the assessment approach as outlined above, the commission also requires a consideration of how more recent/ emerging national policy, such as the climate emergency, might change the preferred package options if applied retrospectively.

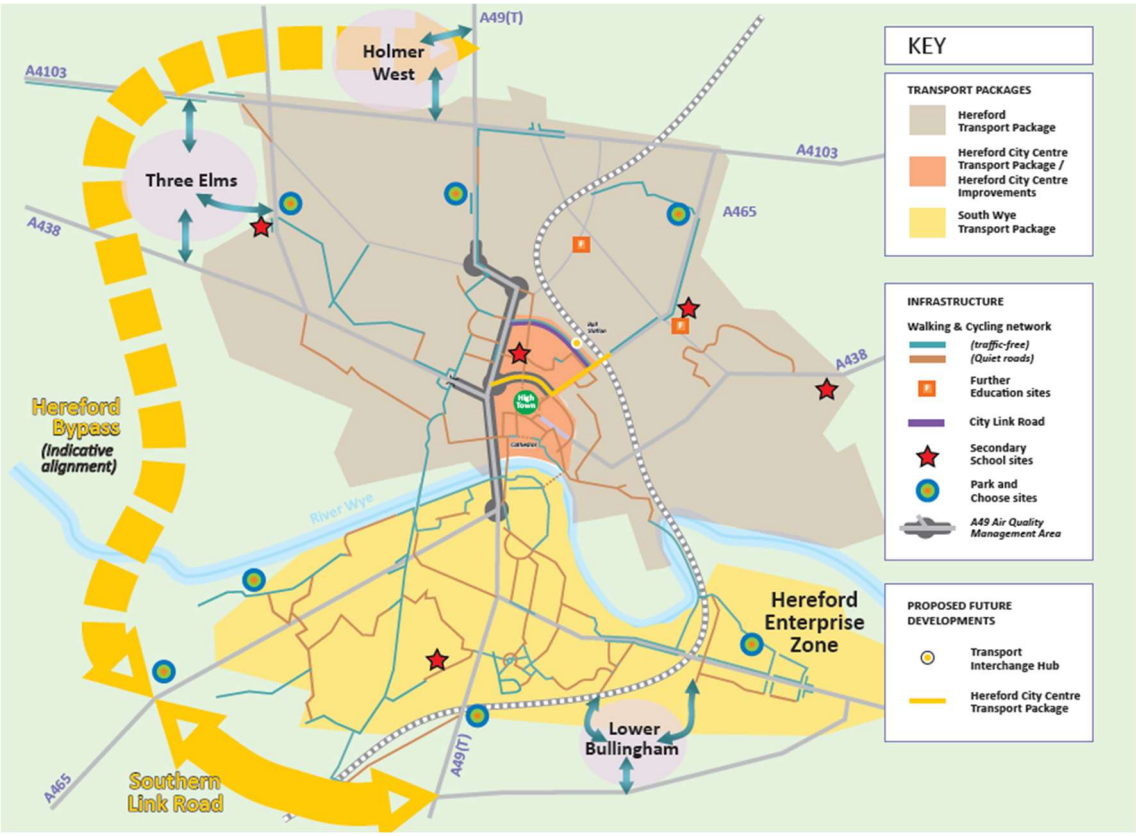
1.2 Drivers for the review

On 22 October 2019 Herefordshire Council's Cabinet Member for Infrastructure and Transport recommended a review of the bypass project (the road scheme component of the Hereford Transport Package) to determine the next steps. Work on the active travel measures and other bypass work including ground investigations and traffic modelling is to be continued during the review process.

The Hereford Transport Package is being reviewed in parallel with the South Wye Transport Package. Whilst not a specific driver for the review, the council's declaration of a climate emergency and commitment to reducing the carbon output of the county means that it is vital that the council continue to develop improvements to encourage a shift of travel mode and reduce congestion.

Figure 1.1 provides a diagrammatic layout of the two transport packages.

Figure 1.1: Transport packages in Hereford



Source: Hereford Transport Package Draft SOBC (WSP, May 2019)

1.3 Project deliverables

The Peer Assessment commission covers the following stages and deliverables:

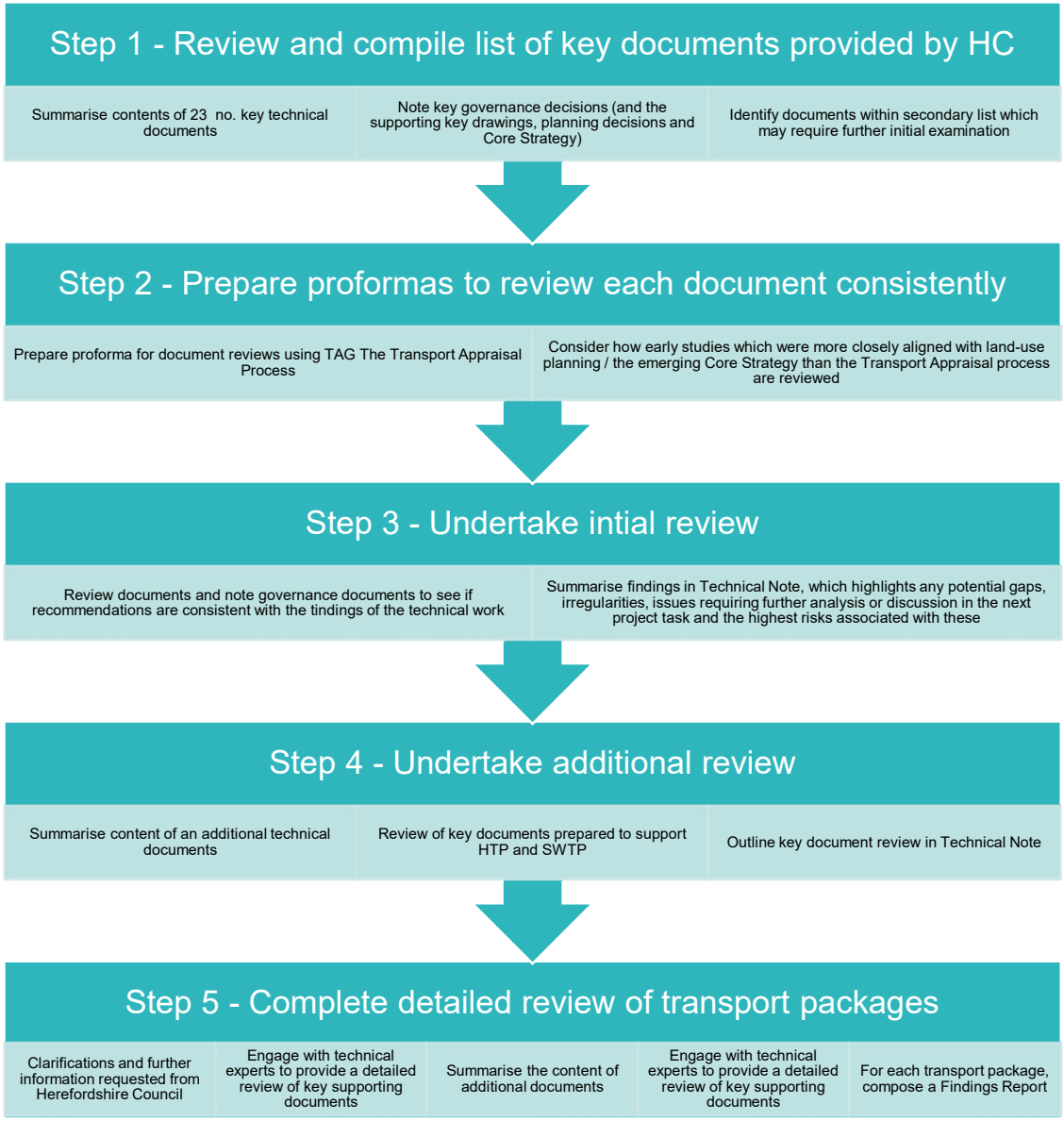
- **Task A – Project management:** The outputs from Task A are a monthly progress note and updated risk register.
- **Task B – Evidence Gathering, Initial Sift and Initial Report:** An initial evidence gathering, sifting and reporting back to the client team. To review the previous work, the constraints which have influenced optioneering were considered, rather than trying to point out small technical discrepancies. The key question is whether the preferred scheme options are correct:
  - The output from Task B has been two Technical Notes summarising the findings and explain how this initial sift will be taken forward in the main review (Task C).
  - An additional Technical Note was produced to facilitate discussions during a call between HC and their technical team for the packages, WSP, to address where further information was required following the initial reviews.
- **Task C – Full assessment and first draft reports:** A more detailed review of the key issues identified within the documentation. This has included Herefordshire Council and WSP providing further information and clarification to support the peer review. This assessment also considers implications for alternative testing/ scenarios to meet potential requirements for a climate emergency review for both schemes.

- **Task D – Reporting and presentation:** Briefing on findings to the Cabinet Member for Infrastructure and Transport.
- **Task E – Final report** update draft reports and publish final review reports for each package.
  - This report represents the Task E output for the Hereford Transport Package.

1.4 Approach to the peer review

Following the project inception meeting with Herefordshire Council on 2 April 2020, the steps have summarised in Figure 1.2 have been undertaken.

Figure 1.2: Approach to peer review



Source: Mott MacDonald

1.4.1 How has the peer review considered the information?

The peer review aims to answer three questions (as noted in Section 1.1) from an inspection of the large volume of information provided to support the package. The review provides a combination of commentary on what has been done and what might have been done differently. It is not intended to be a comprehensive technical check of every piece of information. There also needs to be an acknowledgement of things which were appropriate at the time but may no longer be appropriate in the future as a result of changing policy or guidance.

As such within the report, the review of the main documents inspected concludes with a short summary to explain if the comments made relate to:

- Looking backwards – issues identified which should be clarified or amended.
- Looking to the future – generally points of technical detail which could be revisited if the packages are progressed further or issues related to policy and context which has progressed since the time the document was produced, for example the climate emergency.

1.5 History of the Hereford Transport Package

The Hereford Transport Package is part of a number of transport packages for Hereford which will support the delivery of the Herefordshire Local Plan Core Strategy, adopted in 2015. The primary aim of the HTP is to support housing and employment growth for the city and also ensure that the requirements of Highways England and the A49 strategic route are accommodated.

In its current proposed form, the package consists of a western relief road/bypass extending the A49 north of the A4103 Roman Road and active travel measures in the form of walking, cycling bus and public space improvements across 11 movement corridors.

The history and context of the package is summarised in the Herefordshire Council Cabinet report of 22 October 2019[1], summarised below.

Significant transport issues have been identified by transport and economic studies which are considered to constrain growth and to negatively impact the local and regional economies including; congestion, barriers to active travel, poor network resilience, high collision rates and a high number of short distance car journeys. The HTP has been developed to resolve these issues and to enable growth and to provide active transport improvements.

According to the Options Appraisal Report[2], the HTP objectives are:

- To enable the delivery of future housing, employment and educational development by maintaining acceptable peak hour journey times across the city
- To enable the delivery of future housing, employment and educational development by providing attractive alternatives to the private car for journeys within the city
- To enable the improvement of regional connectivity through achieving acceptable peak hour journey times on the A49(T)
- To ensure the transport network within Hereford is resilient enough to provide consistent journey times throughout the day
- To encourage healthy lifestyles by encouraging more people to walk and cycle from new and existing developments to key trip attractors

[1] Hereford Transport Package and South Wye Transport Package, Head of Infrastructure and Delivery

[2] P166-167, Hereford Transport Package Options Assessment Report, December 2018

- To reduce the impacts of transport on air and noise within the city
- To protect the quality of the urban realm to enhance pedestrian and cyclist connectivity along and across A49(T) and A438
- To improve road safety within the city.

1.5.1 Hereford Transport Package timeline

Figure 1.3 provides a timeline of the documents and decisions associated with the two transport packages.

The Hereford Transport Package development follows an extended period of appraisals and applications. The timeline, shown in Appendix 2 of the 22 October 2019 Cabinet Decision[3], is as follows:

- 2003-2015 - Various transport and economic studies assessing Hereford's transport issues and options for transport strategy
- October 2015 – Adoption of Local Plan Core Strategy
- June 2016 – Cabinet authorise works to develop Hereford Transport Package
- Early 2017 – Public Consultation 1 to introduce the Hereford Transport Package and obtain public feedback
- 2017-2018 – Engineering, environmental surveys, further traffic surveys, development and assessment of bypass routes. Identification and assessment of walking, cycling, bus and public realm improvements.
- January 2018 – Cabinet approve shortlist of possible route corridors and active travel measures to present to consultation
- Early 2018 – Public Consultation 2 to present the possible bypass routes and active travel measures
- Summer 2018 – Red route selected as preferred bypass route by cabinet for further scheme development
- Early 2019 – Public Consultation 3 to present possible walking, cycling, bus and public realm improvements

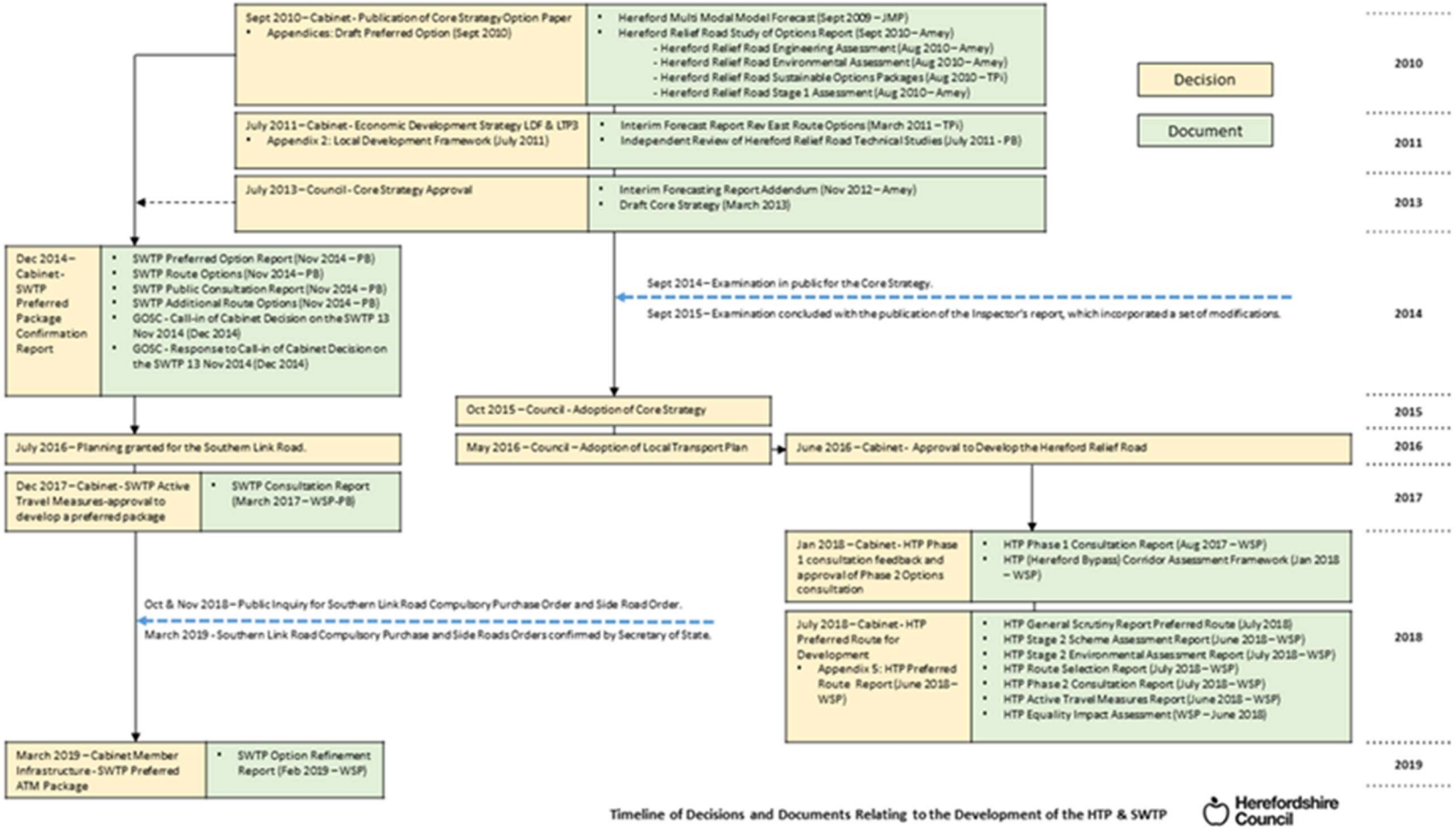
1.6 Report structure

The structure of this report is as follows:

- Section 2 – Transport Analysis Guidance and major scheme process
- Section 3 – Context of the Hereford Transport Package
- Section 4 – Peer review
- Section 5 – Future requirements
- Section 6 – Summary and conclusions

[3] Herefordshire Transport Package scheme development timeline

Figure 1.3: Timeline of decisions and documents relating to the HTP and SWTP



Source: Herefordshire Council

2 TAG and major scheme process

The peer review of the Hereford Transport Package has been undertaken using the following primary sources of guidance:

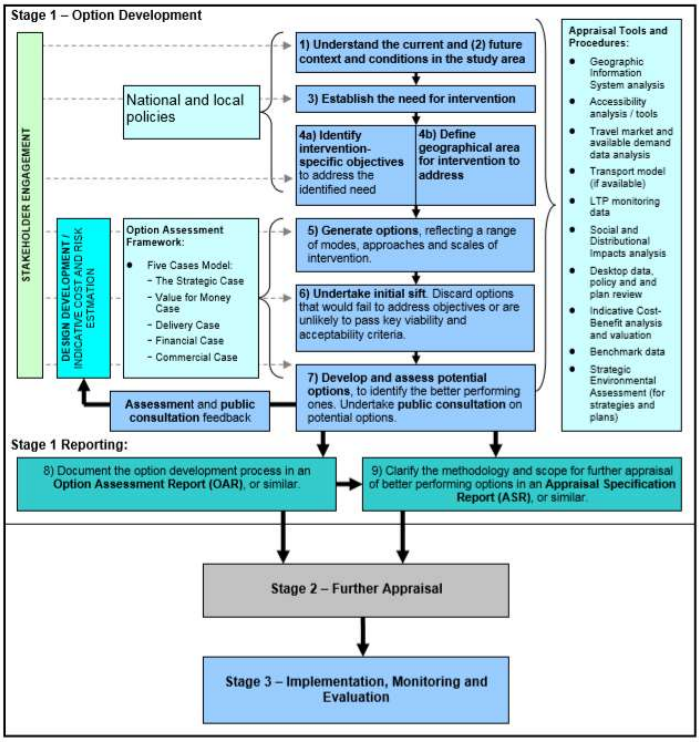
- Transport Analysis Guidance – The Transport Appraisal Process (DfT, May 2018)
- DfT Transport Business Cases (DfT, January 2013)
- Local policy (Herefordshire Council, various)

Transport Analysis Guidance (TAG) provides detail on the process of transport modelling, appraisal and the associated requirements for transport interventions. TAG involves a three-stage appraisal process as detailed within the Transport Appraisal Process (TAP).

Stage 1 Option Development of the appraisal process involves identifying the need for intervention, definition of clear set of locally developed objectives and desired outcomes and the development of options. These options are then sifted for the better performing options to be taken on to further detailed appraisal. Stage 2 Further Appraisal involves the evaluation of the better performing options and their likely impact to enable a decision as to whether to proceed with the transport intervention. Stage 3 Implementation, Monitoring and Evaluation is applicable towards the end of the development of a transport scheme.

Given the level of scheme and option development for the HTP, this peer assessment considers Stage 1 and part of Stage 2 of the appraisal processes. Figure 2.1 indicates steps 1 to 9 in Stage 1 of the Transport Appraisal Process.

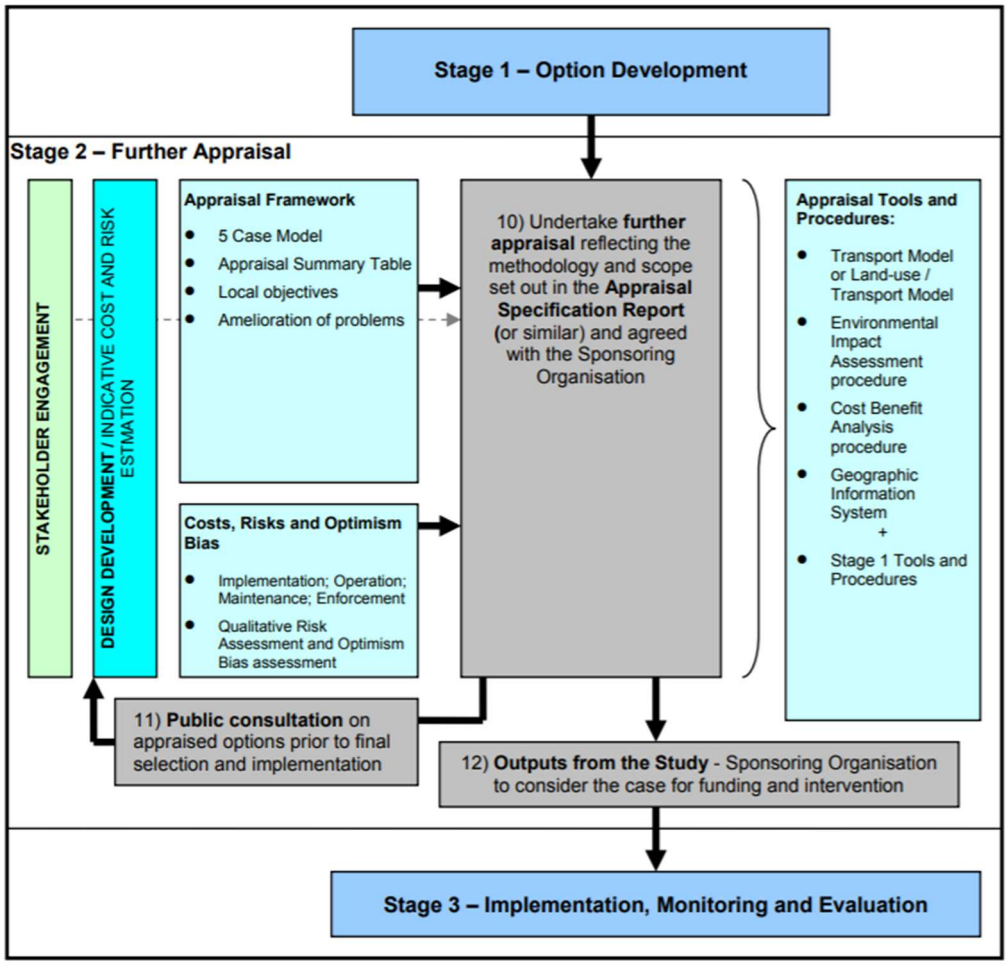
Figure 2.1: Steps in Stage 1 of the Transport Appraisal Process



Source: p4, Transport Analysis Guidance – The Transport Appraisal Process (DfT, May 2018)

Figure 2.2 indicates steps 10 to 12 in Stage 1 of the Transport Appraisal Process.

Figure 2.2: Steps in Stage 2 of the Transport Appraisal Process



Source: p21, Transport Analysis Guidance – The Transport Appraisal Process (DfT, May 2018)

To allow the peer review team to assess the Hereford Transport Package, technical and governance documents were provided to support the package by the client team. To guide this review and ensure the supporting documents cover the steps necessary to develop and appraise a major transport scheme according to TAG, the Hereford Transport Package and its supporting documents were initially assessed using the following criteria:

1. Are the current context of the package and future conditions explained?
2. Have the problem(s) the scheme will be addressing been clearly identified – including evidence of the extent of the problem(s), specific barriers / challenges, and how the scheme will overcome them (including the scale of impact)?
3. Has the impact of not progressing the package been set out, including supporting evidence? Is there adequate rationale to support why the package is needed?
4. Transport policy compliance "A transport network that supports growth enabling the provision of new jobs and houses, whilst providing the conditions for safe and active travel, which

reduces congestion and increases accessibility by less polluting and healthier forms of transport than the private car."[4]

5. Land use planning policy compliance “To improve access to services in rural areas and movement and air quality within urban areas by ensuring new developments support the provision of an accessible, integrated, safe and sustainable transport network and improved traffic management schemes”[5].
6. Land use planning policy compliance “To strengthen Hereford’s role as a focus for the county, through city centre expansion as part of wider city regeneration and through the provision of a balanced package of transport measures including park and ride, bus priority schemes and a relief road including a second river crossing”[6].
7. Would emerging policies, particularly in response to the declared climate emergency[7], result in different outcome/preferred option if the appraisal process were to be undertaken now?
8. Is there a set of specific, measurable, achievable, realistic, time-bound (SMART) objectives for the package to address the problem(s) identified?
9. Are the expected outcomes clear? How will it be possible to know when the objectives have been met, and what will ‘success’ mean?
10. Does the geographical area of impact consistent across Appraisal Steps 1, 2, 3 and 5 (i.e. existing, future and options)?
11. Do the options identified reflect a range of modes, approaches and scales of intervention? Is there evidence to support the source of these options, for example stakeholder feedback, workshops, benchmarking or research?
12. Is there a robust assessment of different package options, including the reasons for any options being discounted? Has an EAST options appraisal (or similar) been undertaken?
13. Have the options taken forward following the sift been developed with an enough level of design/specification and collecting enough evidence to be able to distinguish the relative costs, benefits and impacts of the options under consideration?
14. Have the main stakeholder groups and their contribution to the project been defined? This should include any potential conflicts between different stakeholder groups and their demands.
15. Have details of stakeholder and public consultation been provided?
16. Is there a clear description of the components of the package and how it fits with the aims and objectives of the local authority and DfT?
17. Is there an Option Assessment Report (or similar) which outlines the option development process?
18. Is there an Appraisal Specification Report (or similar) which clarifies the methodology for further appraisal of the better performing options? (Consider proportionality of appraisal)
19. Does any associated Council Governance report tally with the evidence base, decision reports and recommendations and confirmed decisions?

[4] Herefordshire Council Local Transport Plan 2016 - 2031 Strategy, page 5

[5] Herefordshire Core Strategy 2011 – 2031, objective number 5

[6] Herefordshire Core Strategy 2011 – 2031, objective number 7

[7] Draft Herefordshire Council Carbon Management Plan 2020/21 – 2025/26

3 Context of the Hereford Transport Package

In summary, the Hereford Transport Package comprises a western bypass, information technology to manage demand along key corridors into Hereford City, HGV restrictions within central Hereford and active travel options consisting of new and improved motorised traffic free routes, road crossing improvements, reallocation of public highway space, junction accessibility improvements and a proposed 20mph speed limit on all streets north of river (except A roads).

3.1 Introduction to the package and appraisal work undertaken by Herefordshire Council

The HTP is based on multiple studies and a full list of documents that have been prepared to develop the HTP are listed in Appendix A.

Historically, technical documents were prepared to inform the evidence base associated with the Local Plan Core Strategy, which identified the need for the development of a bypass scheme for Hereford.

More recent business case documents have been developed for the HTP. These have been developed in line with TAP and provide more up to date appraisal of the issues identified and performance being addressed through the package.

Given that the appraisal process has a lengthy timeline, where key policy documents are likely to have changed within the timeframe. This update in policy and appraisal requirements should be reflected throughout the technical documents, to develop the scheme in accordance with TAG. The peer review described in Section 4 provides a commentary in respect of this.

Transport and economic studies assessing Hereford's transport issues and options for transport strategy has been ongoing since 2003. The Hereford Multi Modal Forecast Report published in September 2009 to feed into the developing Core Strategy indicated that either an eastern or western aligned relief road was forecast to alleviate adverse effects anticipated from additional housing. The Hereford Relief Road Study of Options in September 2010 considered inner and outer route corridors for eastern and western relief roads concluding that the inner western corridor would be preferable and the that an eastern alignment presents too high a risk for delivery due to environmental concerns – a conclusion supported by consequent independent reviews.

The Herefordshire Local Plan Core Strategy, included an objective[8] to provide a relief road including a second river crossing:

'"To strengthen Hereford's role as a focus for the county, through city centre expansion as part of wider city regeneration and through the provision of a balanced package of transport measures including park and ride, bus priority schemes and a relief road including a second river crossing".

[8] Figure 3.1, p23 – 25 Strategic Objective 7, Herefordshire Local Plan Core Strategy 2011-2031

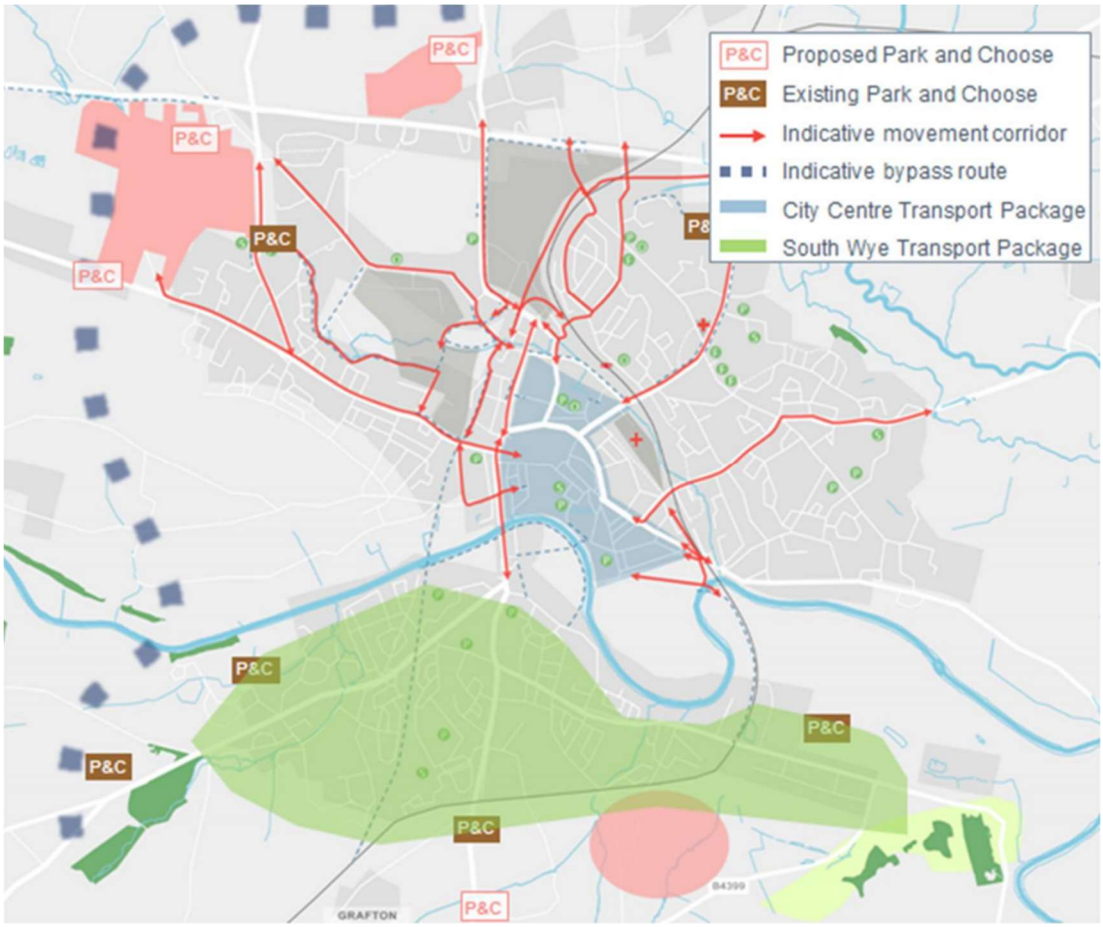
Following adoption of the Core Strategy, work was undertaken to assess the transport requirements for the city, taking into account those identified through Core Strategy development. More detail is provided in Section 3.3 regarding the Core Strategy.

The HTP (Hereford Bypass) Corridor Assessment Framework in January 2018 identified a long list of 24 possible route options in the inner western corridor and a short list of seven were subject to analysis and appraisal in the HTP Preferred Route Report in June 2018 and the HTP Route Selection Report in July 2018. The 'red route' performed best in this review and, as two phases of public consultation, in 2017 and 2018, indicated no preference this was taken forward as the preferred route.

The public consultation exercises undertaken supported active travel improvements being included in the HTP. These include walking, cycling, bus and public space improvements and are set out in 11 movement corridors as defined in the HTP Active Travel Measures at Option Development Stage report from June 2018.

The indicative bypass route and the 11 movement corridors are summarised in Figure 3.1.

Figure 3.1: Hereford Transport Package indicative bypass route and movement corridors



Source: HTP Active Travel Measures Report, WSP, June 2018

3.2 Governance decisions

Governance decision documents record Herefordshire Council's resolutions to advance the Hereford Transport Package. Decisions supporting the development of the HTP were based on evidence and proposals put forward in the technical documents.

Governance decisions related to the development of the HTP are detailed below in Table 3.1.

Table 3.1: Governance decisions for the development of the HTP

Document	Outline	Summary
16.09.2010 - Cabinet - Publication of Core Strategy Option paper	To seek approval for the publication of the Herefordshire Core Strategy: Hereford Preferred Option paper for consultation purposes.	Core Strategy sets guidelines for developments across Herefordshire up to 2026. The (western) Hereford Relief Road and a package of other transport measures including walking and cycling links is considered under new infrastructure requirements. Background papers: - Hereford Preferred Option Paper - Place Shaping Paper Consultation January 2010 - Hereford Relief Road – Study of Options August 2010
28.07.2011 - Cabinet - Economic Development Strategy LDF and LTP3	To consider the Economic Development Strategy for recommendation to Council on 18 November 2011; To agree a revised strategy for the Local Development Framework; To agree further consultation arrangements, including a community poll; To ensure that the strong linkages between the Economic Development Strategy, the Local Development Framework and the Local Transport Plan 3 are firmly embedded in each evolving strategy.	Among other things, recommends that the Cabinet approves 'the principles of the Local Development Framework Core Strategy Revised Preferred Option for the purposes of consultation, including the plan period' and notes 'the critical linkages between the adoption of the Local Transport Plan 3 and the Local Development Framework Strategy and the outcome of consultation on the Hereford Relief Road'. The three strategies (appendices) represent key mechanisms for planning and delivering growth and regeneration in Herefordshire. Appendices: - Economic Development Strategy - Local Development Framework - Local Transport Plan
19.07.2013 - Council - Core Strategy Approval	To approve the Herefordshire Local Plan - Core Strategy 2011 - 2031 (draft) for pre-submission publication in accordance with regulation 19 of the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2012 (as amended).	Approved and adopted in 2015
16.10.2015 - Council - Adoption of Core Strategy	To consider the adoption of the Herefordshire local plan core strategy 2011-2031.	Recommendation that the Council should adopt the Core Strategy as the existing unitary development plan (2007) is out of date and the development of the Core Strategy has been lengthy (since 2008) and includes the provision of a relief road to the west of Hereford.
20.05.2016 - Council - Adoption of Local Transport Plan	To adopt the local transport plan (2016-2031).	Transport Plan aligns with the Core Strategy and includes proposals for the Hereford relief road, and

Document	Outline	Summary
		continuing development of walking and cycling networks.
16.06.2016 - Cabinet - Approval to Develop the Hereford Relief Road	To seek approval to commence work to develop Hereford relief road (Hereford bypass) in support of proposals within the adopted Core Strategy in the context of the overall transport strategy for the city	Recommends that funding of £600k be approved to support works necessary to inform route selection; and to progress the Hereford bypass to route selection within the resources available. States that the bypass is key infrastructure in the LTP and enables housing and employment growth objectives if in place to connect to the SLR by 2027.
18.01.2018 - Cabinet - HTP Phase 1 consultation feedback and approval of Phase 2 Options consultation	To consider feedback to HTP Phase 1 consultation and confirm scope of Phase 2 consultation and progress to consultation.	Recommends that the shortlisted route corridor options be approved, a consultation of the shortlisted options should be undertaken, and a decision be taken to authorise to determine a preferred route for the bypass and a package of active travel measures with a maximum budget of £1 million.
18.07.2018 - GSC - HTP General Scrutiny Report Preferred Route	To undertake pre-decision call in scrutiny of the Cabinet's proposed decision to select a preferred route for Hereford bypass as part of Hereford Transport Package.	Recommendation that the committee determine any recommendations it wishes to make to the executive to consider.
27.07.2018 - Cabinet - HTP Preferred Route for Development	To consider: feedback to the HTP Phase 2 consultation, assessment of the shortlist of possible bypass route corridor options, the recommended preferred bypass route corridor, the development of associated walking, cycling, bus and public realm (active travel) improvements and to confirm the scope of the Phase 3 consultation.	Following Phase 2 consultation on the shortlisted bypass options, recommends that the red route be approved as the preferred red route, a Phase 3 consultation on the red route and associated active travel measures and detailed design and consultation for the HTP be progressed on the HTP to a maximum cost of £2.45m.

3.3 Planning policy context of the package

The Herefordshire Core Strategy, which runs for the period between 2011 and 2031, was a key driver indicating the need for infrastructure. This requirement led to technical work being progressed to support the Core Strategy, which was then developed further as part of the Hereford Transport Package and the South Wye Transport Package. The Core Strategy was adopted in 2015 following an Examination in Public. The Core Strategy provides important context regarding the history of the two packages however, it should be noted, this review is not intended to be an evaluation of all the transport infrastructure aspects informing the Core Strategy

Paragraph 3.21 of the Core Strategy explains that the areas earmarked for developments are regarded as the most suitable for future development, due to their easy access to services and facilities. The Hereford Relief Road is considered important in meeting the Core Strategy housing target and ensuring that the necessary infrastructure is coordinated with the developments.

Appendix 5 – SS3: Necessary Infrastructure for Strategic Sites provides an indication of net levels of housing which can be delivered before and after infrastructure coming forward, with critical dates for the delivery of infrastructure specified. In the case of the Hereford Relief Road,

circa 3,250 dwellings can be delivered, with the Southern Link and river crossing anticipated to be required by 2022. 4,800 dwellings can come forward prior to the relief road interconnecting with the A49 north and south by 2027.

The Core Strategy states that "*A key element of the long-term Hereford transport strategy is the requirement for a Relief Road. This vital addition to the city's transport network will enable the reallocation of existing highway for bus priorities and walking and cycling measures and the re-routing of the existing A49 Trunk Road (managed by the Highways England) removing longer distance traffic from the centre of the city*".

The Core Strategy transport infrastructure requirements were underpinned by a considerable technical evidence base including:

- Hereford Relief Road Study of Options (report 551497/SO/003 Issue 2A, 10/09/2010, Amey)
- Independent Review of Hereford Relief Road Technical Studies (report 3511200A-ZEV Final, 15/07/11, Parsons Brinckerhoff)
- Local Plan Core Strategy Modelling: Non-Technical Summary (June 2013, Amey)
- Hereford Transport Strategy Phasing Study: Transport Strategy Review (Issue number 4, 20/05/2014, JMP)
- Hereford Transport Strategy Phasing Study: Strategic Prioritisation (Issue number 5, 29/05/2014, JMP).

The Local Plan Core Strategy Modelling: Non-Technical Summary (paragraphs 4.2.1 and 4.2.2) concludes that:

"The results from this initial group of tests demonstrate clearly that the 'with road' option is the only option which can help deliver the Core Strategy and meet HA requirements for nil detriment in journey times on the A49. Nevertheless, it also identifies that whilst this option will deliver these economic objectives, and to some extent objectives regarding public transport, it makes little improvement in terms of increased health through active travel. Whilst overall CO2 emissions in the 'With Road' option increase due to traffic on the Western Relief road, actual levels in the city will reduce".

In addition to the Core Strategy, The Local Transport Plan 2016 – 2031[9], notes that "*Additional highway capacity* [will be required] *to meet the increased demands resulting from growth, Improved access to and within the central area, Improvements to encourage more active travel within the urban area through increased supply of pedestrian, cycling and bus networks, supporting safer routes to school and improved health and access to and integration with rail".*

Conclusion: The level of detail involved in the scheme's development has moved on since the adoption of the Core Strategy. However, it is clear that the infrastructure proposals in the Core Strategy is required to support the development policies contained within this document. The proposals in the form of the HTP and the SWTP have been tested and challenged in an appropriate way through technical studies and Examination in Public, to enable them to be adopted within the Local Plan.

The important implication for developing a TAG-compliant scheme beyond the adoption of the Core Strategy is to ensure that the case for the package (i.e. the 19 questions noted in Section 2 of this report) was reviewed. This is considered further in Section 4 of this report.

[9] https://www.herefordshire.gov.uk/download/downloads/id/2912/local_transport_plan_2016-2031_strategy.pdf

4 Peer review

This section encompasses the main body of the report and provides the findings of the peer review. A cohesive list of documents reviewed in each stage is detailed in an incoming document register, in Appendix A.

The peer review has been undertaken in line with the key aims of the commission in mind, namely to:

- Establish whether each package has been developed in accordance with the major transport scheme process as laid out in TAG
- Establish whether the packages including their major road scheme components (the western bypass in the HTP) are based on a sound evidence base
- Clarify whether the decisions to progress these packages were sound and justified in line with the recommendations of the technical work.

The review also considers responses by the Herefordshire Council team and technical team made to queries raised by the review team. The comments and recommendations made regarding each document is summarised in terms of:

- Looking backwards – issues identified which should be clarified or amended.
- Looking to the future – generally technical issues related to transport modelling and appraisal which may need to be revisited if the package is progressed further in future. This point also considers environmental, climate change and net zero issues which could lead to a different vision for the package.

4.1 Documents reviewed

The documents supplied to Mott MacDonald by Herefordshire Council are listed and outlined in Table 4.1. This suite of documents provides a timeline of the inception of the scheme, through the identification of a need for infrastructure to support the level of development proposed in the Core Strategy, identification and sifting of preferred options and refinement of the options for highways and active travel within the package.

Table 4.1: Key documents provided for review

Document	Outline	Summary
September 2009 - Hereford Multi Modal Model Forecast Report (JMP)	Study to examine the implications of potential housing development up to 2026 as proposed in the Regional Spatial Strategy (RSS) and its impact on the road network within Hereford and its surrounding area.	Report on implications of potential housing development (proposed in the Regional Spatial Strategy) and its impact on the road network. Modelled scenarios assessed in terms of flow relief, stress and link speed for 2026 as a single future year (AM and PM peak hours). Model runs reveal additional housing trips have detrimental effects on Hereford highway network. An Outer Distributor Road is forecast to provide some relief.
August 2010 – Hereford Relief Road Engineering Assessment (Amey)	Scheme Assessment in accordance with the Highways Agency Design Manual for Roads and Bridges Scheme Assessment Reporting to	Scheme Assessment to provide supporting information and problem identification for future analysis.

Document	Outline	Summary
	provide the necessary supporting information and problem identification for future analysis.	Builds on Stage 1 Engineering Assessment in inform appraisal (in line with WebTAG process). Assesses the engineering constraints and impacts of the proposed Hereford Relief Road options (either east or west of the city and an inner and outer option for each) with associated link roads.
August 2010 – Hereford Relief Road Environmental Assessment (Amey)	Study to identify environmental and engineering advantages and disadvantages associated specifically with the introduction of a Relief Road to Hereford along the broad corridors identified.	Study to determine environmental and engineering advantages and disadvantages associated with the introduction of a Hereford relief road (eastern and western options).
August 2010 - Hereford Relief Road Engineering Sustainable Option Packages (TPi)	Study to examine the findings of implementing sustainable option packages for the Herefordshire region.	Report considers sustainable option packages for Hereford and the results on the road network - with and without the relief road.
August 2010 – Hereford Relief Road Stage 1 Assessment (Amey)	Stage 1 Assessment to assess the advantages and disadvantages of the broadly defined transport infrastructure improvements from the consultation and modelling work done to date.	Assesses the advantages and disadvantages of the transport infrastructure improvements in the Hereford Core Strategy.
September 2010 - Hereford Relief Road Study of Options Report (Amey)	Considering the evidence to date on the transport options for Hereford leading towards the establishment of a core strategy.	Study to identify the engineering and environmental advantages and disadvantages associated with the Relief Road options. Follows on from Stage 1 Assessment to identify environmental and engineering issues along relief road corridors.
September 2010 - Draft Preferred Option	Follow on consultation from the place shaping consultation leading towards the establishment of a core strategy.	Paper issued for public consultation to form a Core Strategy which will establish a policy framework and the broad locations for development - to be adopted in 2011. Outlines Hereford Vision (including the provision of a relief road), with issues and opportunities, the spatial strategy and policies needed to achieve them.
March 2011 - Interim Forecast Report Rev East Route Options (TPi)	Further study considering the traffic implications of using a revised eastern route corridor with the same growth as proposed within the 'Preferred Options: Hereford' and also with reduced growth.	This study considers traffic implications of using a revised eastern route corridor. Four scenarios are tested.
July 2011 - Local Development Framework	Report on progress with the Local Development Framework	The Local Development Framework replaced the Unitary Development Plan. This plan period provided a statutory planning framework for the county to 2013.
July 2011 – Independent Review of the Hereford Relief Road Studies (PB)	High level independent review of the Hereford Relief Road technical studies and Core Strategy Preferred Option: Hereford.	Review of the Relief Road technical studies and Core Strategy Preferred Option, focusing on environmental topics (with some focus on planning and transportation), to review

Document	Outline	Summary
		preferred route of the inner western corridor.
November 2012 - Interim Forecasting Report Addendum (Amey)	Report examining a revised housing and employment allocation for the proposed Local Development Framework.	Addendum to the Hereford Relief Road Study of Options Report (Amey 2010). Examines a revised housing and employment allocation for the proposed Local Development Framework.
March 2013 - Draft Core Strategy	Draft Herefordshire Local Plan - Core Strategy 2011 – 2031.	Numerous planning documents form the Local Plan to guide Herefordshire development for 20 years. Includes strategic and development management policy.
August 2017 - HTP Phase 1 Consultation Report (WSP)	Report summarises the approach and findings of the first phase of HTP consultation.	This report summarises the approach and findings of the first of three public consultation phases during the HTP development
January 2018 - HTP (Hereford Bypass) Corridor Assessment Framework (WSP)	Report outlining the way in which a long list of possible route corridors for the Hereford Bypass has been developed and explains how these have been assessed to identify a short list of possible route corridors.	Report details how a long list of possible route corridors for the Hereford Bypass has been developed. 24 possible route corridors were identified. 7 route corridors recommended to proceed to the short list, to be subjected to detailed analysis and appraisal.
June 2018 - HTP Active Travel Measures Report (WSP)	Report outlining work to develop the walking, cycling, bus and public space improvements for the HTP.	Outlines work done in developing walking, cycling, bus and public space improvements for the HTP. Also sets out next steps for further developing active travel improvements and a business case. 11 movement corridors and traffic management improvements - informed by 2 phases of public consultation.
June 2018 - HTP Equality Impact Assessment (WSP)	Equality Impact Assessment (EqIA) screening of the Hereford Bypass short list route options.	Equality Impact Assessment (EqIA) screening report to consider the impact of the HTP on persons who share characteristics which are protected under Section 4 of the Equality Act 2010. Offers development and design considerations and construction considerations for key elements which could disproportionately affect vulnerable groups. Recommends a full EqIA for each of the short-listed options before the third stage of public consultation.
June 2018 - HTP Preferred Route Report (WSP)	Report presenting the findings of technical and environment assessment work as well as the Phase 2 Public Consultation, to inform the selection of the Red Route Corridor option as the recommended Preferred Route for the Hereford Bypass.	Presents findings from technical and environmental assessment work and Phase 2 public consultation. The route selection report gave red route as best performing, whilst the public consultation found no clear preference and a final assessment of both of the above concluded the red route should be taken forward as the preferred route

Document	Outline	Summary
June 2018 - HTP Stage 2 Scheme Assessment Report (WSP)	Stage 2 SAR which develops upon the stage 1 SAR.	Builds on from Stage 1 Assessment, which identified shortlisted bypass options, to inform the preferred route report to be taken forward to the Cabinet for a decision. Report assesses impact of a bypass on air quality, noise, landscape, ecology, heritage, water environment, people and communities, materials and waste, geology and soils, climate change. A preferred route is not offered.
July 2018 - HTP Phase 2 Consultation Report (WSP)	Report summarises the approach and findings of the HTP Phase 2 consultation.	Majority of questionnaire respondents approve of the HTP objectives and the bypass. Respondents did not show a clear overall preference for any of the shortlisted route options. Feedback from this consultation will be used in planning the next, final, stage of consultation (late 2018) and will influence the selection of a single route for Phase 3.
July 2018 - HTP Route Selection Report (WSP)	Report describing how and why the seven route corridor options were assessed and concludes with a recommendation for the best technical performing route for the Hereford Bypass.	Describes how and why the 7 route options were assessed. Structured assessment and the Stage 2 public consultation were used to establish the overall best performing route within the corridor. Concludes that the red route should be recommended as the preferred route for the bypass.
July 2018 - HTP Stage 2 Environmental Assessment Report (WSP)	Report presenting the findings of an environmental review and assessment of the potential environmental impacts and effects of the short list of seven possible route options for the Hereford Bypass	Environmental review and assessment of the shortlist of seven route options for the Hereford bypass. Environmental constraints to the proposed scheme including; ecological constraints from ancient woodlands, important trees and viaduct over the River Wye SAC; cultural heritage assets and buried archaeological matter; landscape effects to historic views within the Wye Valley; noise effects for proximal residents; and effects to Grade 1 and 2 agricultural land
Hereford Transport Package Strategic Outline Business Cas	HTP Strategic Outline Case (SOC) Proforma	A pro-forma SOC which covers some of the issues in a very cursory manner. Some of the strategic issues are explained but dealt with briefly and without supporting evidence.
March 2019 – HTP Feasibility Business Case	An internal business case/governance document as to whether to continue the development of the compliant transport Outline Business Case work	This Feasibility Business Case contains information that describes the justification for continuing the development of outline Business Case for Hereford Transport Package (HTP) project from the

Document	Outline	Summary
		Strategic Outline Business Case (SOBC).
Hereford Transport Review Local Multi-Modal Study (February 2003)	The development of key documents in the review package (2009 – 2010) refer back to this study	

Once an initial inspection was undertaken of the documents which underpinned the package's development was completed, Herefordshire Council provided some additional documents for the peer review as shown in Table 4.2. This suite of documents provides more detail on the modelling and appraisal work undertaken to inform the package. It should be noted that this collection are not all published documents.

Table 4.2: Modelling and appraisal documents reviewed

Document Pack	Outline
Large Local Majors Bid Business Case Documents	A set of business case documents for HTP were being prepared for submission as for a Large Local Majors bid. These were not finished documents but the working drafts to provide some additional information, particularly regarding the latest position on the strategic case
HTP Option Assessment Report (OAR)	This provides the Options Appraisal Report prepared in 2018 for HTP
HTP Strategic Outline Business Case (SOBC)	This is strategic outline business case prepared in 2018 for HTP
Traffic Modelling Reports	A traffic forecasting report prepared in 2018 for HTP and the local demand model validation report prepared for the Hereford Transport Model in 2018

4.2 Initial review

At the start of the project Mott MacDonald undertook an initial rapid review of the documents listed in Table 4.1 in line with the process described in Section 1.4. The findings of this work were described in Technical Note 417997-MMD-MAN-XX-TN-TA-0005 (available on request).

An initial review of the second set of documents shown in Table 4.2 was also carried out and this is summarised in Technical Note 417997-MMD-MAN-XX-TN-TA-0007 (available on request).

These initial inspections allowed the peer review team to familiarise themselves with the package and the work undertaken to develop the scheme. On completion of the initial review, discussions were held with Herefordshire Council and WSP in order to attain clarifications and additional data. A tracker showing the key comments made and the responses received is provided in Appendix B.

4.3 Peer review

Following this initial review and verification with the client and technical teams for the package, more inspection was undertaken of the documents considered to be those pivotal to the case for and appraisal of the scheme over time. The peer review has centred on the following:

- HTP Option Assessment Report (70024065WSP-XX-XX-RP-TP-00010 Revision 3, December 2018)
- Hereford Transport Package Strategic Outline Business Case Large Local Majors (Strategic Case) (70058524 Draft SOBC v2, June 2019)

- HTP Strategic Outline Business Case (70043845 SOBC-001, July 2018, Draft)
- HTP Traffic Forecasting Report (3512983BP -WSP-DEV-001-TFR02, Revision 1, December 2018)
- Hereford Transport Model Local Model Validation Report (70029880-571\1\3, Third Draft, September 2019)
- HTP Hereford Bypass Stage 2 Environmental Assessment (70024065-WSP-XX- XX-RP-EN-00007_V02, Version 2, 05/07/18)

Each document has been reviewed (where appropriate) by key disciplines including transport planning, appraisal and economics; transport modelling; environment; climate change and carbon.

The format of the review provides a concise commentary on the document provided, notes any issues identified by the review team and concludes with a summary of each document. The summary classifies whether the points made are:

- Looking backwards – issues identified which should be clarified or amended. Categorised red where the point made is deemed to be a significant issue, green if the premise is sound however things could have been covered differently (i.e. a technical recommendation which could be reconsidered).
- Looking to the future – generally technical issues which could be revisited if the packages are progressed further, as well as environmental, climate change and net zero issues which could lead to a different vision for the package. This are all categorised as amber, on the premise that these points would be considered in the future before the package was progressed further.

4.3.1 HTP Option Assessment Report (OAR)

4.3.1.1 Transport appraisal

In terms of reporting structure and the format of the assessment, the OAR has been produced in accordance with the guidance within the TAG Transport Appraisal Process (TAP), May 2018. There is clear definition of the TAP Steps 1 to 8.

Step 1 Understand the current context and conditions in the study area

The OAR contains a thorough review of (then current) local, regional and national policies which have implications on the study and selection of options to resolve issues in Hereford. There is a comprehensive assessment of baseline transport conditions for all modes including active travel and public transport.

Network resilience resulting from a single river crossing and the consequent impacts of incidents is a current issue.

It is not clear as to which trips are seen to be the issue i.e. through trips, Hereford internal trips, external-internal trips. HC have clarified that the main role of the proposed road infrastructure has always been considered in relation to providing local traffic relief rather than through trips and therefore provides legitimacy to modify the network within the city in support of more sustainable modes and demand management.

There is no indication of parking supply or demand within Hereford.

Conclusion: A clearer indication of the trips which are considered to be the issue would aid weight to what the issues are that the package is trying to resolve (i.e. strengthens the case for an intervention) but it would not be justified to revisit the OAR on the basis of this point alone.

Step 2 Understand future context and conditions in the study area

The adopted Core Strategy is used as the basis for projected growth in housing and employment through Hereford in future years. Changes to the transport system in future years include the Hereford City Centre Package, the SWTP and the Hereford High Town Package.

The future performance of the network has been predicted using the Hereford Highway Assignment Model. The additional growth in trips generated by development is shown to result in increases in total network queue and delay, whilst journey times will go up on the 10 specified routes in each of the AM, interpeak and PM peaks compared to the base scenario.

Conclusion: No action required. This is commentary to explain how the package meets Step 2 of TAP.

Step 3 Establish the need for intervention

The Core Strategy commits to growth and notes that infrastructure is required to accommodate this. A predicted outcome of future development is that without further intervention the growth would lead to additional delays, unreliable journeys, deteriorating environmental conditions, road safety problems, walking, cycling and bus use being undesirable, and health impacts.

In Section 4.2 it is stated *"The planned growth for Hereford and Herefordshire cannot be accommodated on the highway network. Without intervention, the network will experience a poor level of service with more significant delays and capacity issues. Highways England anticipate that additional road capacity improvements will be required to support the economic growth over the medium to longer term and that without intervention, economic growth in the area may suffer*".

In the OAR it could be construed that the planned development will occur regardless of a transport intervention, whilst also suggesting that it should not occur without a transport intervention.

Conclusion: The peer review is not commenting on whether the development is or is not dependent on the infrastructure. This comment merely notes inconsistencies presented within the reporting which could be addressed in future iterations of documentation to support the package but do not in themselves warrant a fundamental issue.

Step 4 Identify intervention-specific objectives / Define geographical area for intervention to address

A logic map is provided that shows the connections between the underlying causes of issues and the problems to the desired outputs. Objectives then appear to have form from those desired outputs.

The geographic scope for the area of impact has been given as the area to which the scheme promoter wants to impact i.e. Hereford. The OAR does not consider whether there would be impacts would extend beyond the city which would require the assessment of transport impact to extend further.

Conclusion: No action required. The process of forming objectives in the OAR has been undertaken correctly. The commentary provided is to explain how the document meets Step 4 of TAP.

Step 5 Generate options, reflecting a range of modes, approaches and scales of intervention

A large range of options have been considered, partially taken from previous studies but also from stakeholder engagements. In total 39 options were generated covering road, rail, bus and active travel.

Whilst the road options are specific, most active travel options are generic which could impact on the perceived feasibility during scoring. Demand management options such as a parking review and road user charging are included albeit with general descriptions. It is acknowledged that that road elements are specific as more detailed work was done on these as part of the Core Strategy's development. It would not necessarily be reasonable to either develop significant detail of the active travel elements at this stage or to disregard the detail held on the road elements to 'level up' the two sets of options.

In preparing the draft peer review report it was noted that a high-occupancy vehicle lane is included as a public transport option rather than a road option. It is likely that the vast majority of vehicles using such a facility would be private vehicles. WSP advised on 08/07/20 that the *"HOV lane is described in Table 28 as "…. permitting only vehicles with 2 or more occupants, including buses, ….". It could have been categorised as either part of the' Public Transport Options' or 'Road Options'".*

Conclusion: No action required. This is commentary to explain how the package considers Step 5 of TAP and the comment made regarding the high-occupancy vehicle is a point requiring clarity rather than reworking.

Step 6 Undertake initial sift. Discard options that would fail to address objectives or are unlikely to pass key viability and acceptability criteria

EAST was used to appraise the options and conduct initial sift from the long list. Options were scored on 7-point scale both against objectives, and other assessment criteria. The objectives were assessed under strategic case whilst the remaining assessment criteria were classified under economic, managerial, financial and commercial cases.

The long-list options have been appraised against the scenario year 2032 based on:

- The population, housing and employment growth set out in Section 3.2 and Section 3.4 and the transport infrastructure associated with the South Wye Transport Package, Hereford City Centre Transport Package and High Town Package.

The end of the section not well structured. A list of the top 10 highest scoring options is provided. Then a list of the rejected options is provided however there is no mention that some of the 10 highest scoring options are also in the rejected list. Other unrejected options are not mentioned anywhere. It should have been stated that twelve options were to be taken forward to the next assessment (it is noted that this statement appears at the beginning of the next section, however even then one of those 12 options is then rejected and not included in any package).

Conclusion 6a: Presentation issues relating to the structure can be resolved and do not question the validity of the report.

One (or more) of five reasons is given as to why options are discounted after the initial sifting. 13 of the options were discounted due to being "assigned to other packages of funding streams". When questioned as to why this was the case, the response from Herefordshire was that most of these discounted options were revenue not capital schemes.

This discounting of options presents several issues for the remainder of the assessment. Firstly, the idea that these schemes included within other funded packages would suggest that they are in some way committed and the HTP assessment does not need to consider them as they could be done anyway. However, none of these options are included in the forecast exercise in Step 2. The key question then becomes, should some or all 13 of these discounted options be implemented, would there be the need to implement any or all of the remaining 12 schemes from this OAR? This leaves a critical gap in the business case process as to whether there is a need for the selected scheme or package.

The peer review considers that the 13 discounted options should have been taken forwards to the next step of assessment unless there are other clear reasons not to. Following further development (to the same extent as the other options), they would also be scored as part of one or more packages before a final judgement is made on the preferred package of measures to take to OBC stage.

In preparing the draft peer review report the following questions related to discounting options were raised with the technical team. Responses dated 08/07/20 are provided below in italics:

Q1. 13 options have been put through the initial scoring exercise only to be discounted due to them being looked as part of other studies rather than their ability to contribute to objectives or to be delivered. Why were they assessed at all if this was the known outcome?

A1. *"in accordance with WebTAG (Step 5), we were keen to develop a long list of options which reflected the full range of options available to HC. It was only during this process that several of the options were considered to be not feasible, outside the remit of HC, or assigned to another HC package or funding stream".*

Q2. Should some or all of these 13 options be delivered in separate studies would there still be a need to progress with the preferred package?

A2. *"this is a theoretical question as we did not know, and still do not know, whether some or all of the options will be delivered in Hereford and, if they are, the scale of that intervention".*

Q3. Should some or all of these 13 discounted schemes be included as part of the active travel, park & ride, or low-cost packages in the second stage of assessments, would the end result be the same?

A3. "*We do not know. However, this is unlikely as, given they were being developed in separate ways, they would need to be in both the DM and DS".*

Conclusion 6b: Some options which were discounted, due to being appraised in different studies, should have been taken through the full process to determine if they had the opportunity to fulfil the objectives of the scheme. If the HTP Strategic Outline Business Case is progressed, we would recommend those discounted options are reconsidered.

Step 7 Develop and assess potential options, to identify the better performing ones. Undertake public consultation on potential options

The remaining 11 options (following the short bypass being sifted out in this step rather than the previous step) were then placed into one or more of four packages.

In the strategic fit assessment area, the road package has been scored overall as "moderate beneficial" against meeting intervention objectives. This is due to having:

- a significant positive contribution to 3 objectives
- a positive contribution to 1 objective

- a slight positive contribution to 2 objectives
- no contribution to 2 objectives.

No measures are provided for what constitutes a particular score against objectives.

The Park & Ride option has been discarded as it doesn't meet as many of the objectives to the same level as road or active travel. It is acknowledged that there are issues around revenue funding being required to subsidise Park & Ride services beyond, however the peer review team remains on the view that options have been discounted too quickly.

Should the OAR have not discounted several other options on the basis they will be looked at elsewhere, the Park and Ride may have produced higher scores against objectives. For example, a comprehensive review of city centre parking resulting in higher prices and reduced supply could significantly increase the ability of a Park & Ride scheme to improve performance of the network.

There has been no consideration of the Park and Ride package in combination with active travel package. Together, these packages would achieve the following:

- a significant positive contribution to 3 objectives
- a positive contribution to 3 objectives
- a slight contribution to 2 objectives

The Park & Ride and Active Travel package could therefore fulfil every objective of the HTP study for a lower cost than the preferred Road and Active Travel package. In combination with some of the discounted options that are being considered for funding elsewhere, that performance could be improved further. However, this opportunity has not been considered and is not taken forward as a low-cost alternative to the strategic outline business case as per the guidance in Step 8 of TAP.

If the package is progressed, in Stage 2 it will be important to demonstrate how the road package helps to deliver the active travel package. It is acknowledged that the reduction in traffic on the A49 may encourage more active travel users but there is no evidence provided to quantify:

- What (negative) mode shift does building a bypass create? What (positive) mode shift do the active measures create?
- What (negative and positive) mode shift do they create in combination?

The peer review team asked if *"data (could) be provided on the actual impact of the packaged active travel measures with road as opposed to the individual assessment on mode share (i.e. by combining the active travel element with the road is there model data that shows increased active travel use to back up the change from slight beneficial when considered as active travel only and moderate beneficial when packaged with the road)".*

WSP advised that *"there is model data which shows that the bypass would reduce traffic flows on key corridors within Hereford. This is the basis by which the report states that there is 'potential' for more successful active travel measures with a bypass being constructed, and this is what led to the 'moderate beneficial' entry. At this point in the process, we did not have modelling information to evidence this".*

The conclusion for Step 7 and 8 is provided on the following page.

Step 8 Produce Option Assessment Report, or similar

The outcome of the OAR process in Step 8 of TAP is to identify the better performing options (including a low-cost option) for progressing to Stage 2 of the appraisal process. The preferred package is a combination of the road package and active travel package.

Subsequent to Stage 1 of TAP, Stage 2 (paragraph 3.1.2) requires *"a small number of better performing options in order to obtain sufficient information to enable decision-makers to make a rational and auditable decision about whether or not to proceed with intervention".* The mainly qualitative appraisal of the options in the OAR is not sufficient to have got to a final preferred option.

Conclusion: The concern with the approach taken to combine the strongest performing interventions, namely the road and active travel measures, at the end of Stage 1 is that it could appear that a preferred package has been settled at this point. It is fully acknowledged that this remaining option needs to be (and is) subject to further appraisal in Stage 2. However, the option assessment process has shown there is an alternative option which could achieve all HTP objectives. Typically, the options which are shown to meet all objectives would be carried forward to further appraisal in Stage 2 *"to produce evidence sufficiently robust to support the business case[10]".* If the scheme is progressed further, in updating the SOBC, it should be demonstrated that this has been addressed by the scheme promoters.

4.3.1.2 Environment, climate change and carbon

The report identifies numerous key transport-related environmental drivers in national, regional and local policy, including the switch to sustainable modes of transport to reduce carbon emissions, along with overall reductions in vehicle traffic and freight. Air Quality and Noise impacts are the key environmental topics of focus, with no significant discussion of the importance of flood risk. As would be expected, the environmental issues are framed within the desire for improved transport outcomes and of the eight strategic scheme outcomes, environmental issues are focused on air quality and noise within Hereford centre. Shortlisting of options was therefore limited to the strategic outcomes of focus, although this has taken carbon emissions into account in section 8.3. A wider set of environmental topics are assessed for the preferred packages, with adverse effects predicted for noise, landscape, historic environment, biodiversity and the water environment, and a neutral effect on greenhouse gases. A beneficial effect is predicted for air quality.

Section 8.3 of the OAR took account of carbon and states that there will be a neutral effect on greenhouse gases. However, this conclusion does not necessarily align on review of the Appraisal Summary Tables (ASTs), particularly when moving strategic trips to the bypass that reduces congestion and improved journey times will encourage more car trips from local users which will increase regional greenhouse gas emissions. These discrepancies and the light touch given to Climate Change indicates that it is open to challenge in terms of Net Zero and alignment with the Paris Agreement.

Conclusion: Overall, the assessment is in accordance with the guidance at the time. Should the package be progressed further, the adverse effects predicted on various environmental topics fall short of current Net Gain, Net Zero requirements and the Climate Emergency context and would need revisiting as a result.

[10] Page 5, Transport Analysis Guidance for the Technical Project Manager, May 2018

4.3.1.3 OAR overall conclusions

The OAR produced for HTP follows the structure and format of the transport appraisal process as set out in TAG, where each of the steps 1-7 are set out in turn and reported within an OAR (Step 8). However, the following remain of concern following this review of the OAR:

Some options were discounted, due to being appraised in different studies, should have been taken through a full process to determine if they had the opportunity to fulfil the objectives of the scheme. If the HTP Strategic Outline Business Case is progressed, we would recommend those discounted options are reconsidered.

The concern with the approach taken to combine the strongest performing interventions, namely the road and active travel measures, at the end of Stage 1 is that it could appear that a preferred package has been settled at this point. It is fully acknowledged that this remaining option needs to be (and is) subject to further appraisal in Stage 2. However, the option assessment process has shown there is an alternative option which could achieve all HTP objectives. Typically, the options which are shown to meet all objectives would be carried forward to further appraisal in Stage 2 “to produce evidence sufficiently robust to support the business case”. If the scheme is progressed further, in updating the SOBC, it should be demonstrated that this has been addressed by the scheme promoters.

4.3.2 Large Local Majors bid business case documents

4.3.2.1 Transport

The content of these documents are essentially the same as the Strategic Outline Business Case reviewed below and therefore the issues are considered in Section 4.3.2 below.

4.3.2.2 Environment, climate change and carbon

Environmental issues in these reports focus on air quality and noise issues within Hereford City Centre, with no other environmental topics addressed. In reporting the outcome of public consultation, a key concern raised relates to the environmental impact of the bypass.

Conclusion: Overall, aside from noise and air quality, there is a lack of the broader environmental topics and fall short of the Net Gain requirements.

Climate change and resilience, carbon or greenhouse gases have not been adequately considered in these documents, which is in keeping with the guidance at the time of writing but is an issue in terms of the requirements of the Government’s 2019 Net Zero legislation.

4.3.3 HTP Strategic Outline Business Case (SOBC)

4.3.3.1 Transport planning, modelling, appraisal and economics

It is important to note that the SOBC is a work in progress document which has not been published / submitted. The SOBC follows on from the work in the Option Assessment Report and includes much of that documentation as directly copied source material. As a result, the issues noted for the OAR are carried over to the SOBC. This includes:

- That there are concerns in that some positive options appear to have been discarded before being fully assessed prior to the preferred package being arrived at
- That the OAR failed to recommend several best performing options including a low-cost option for more detailed assessment at SOBC

Notwithstanding the above, a detailed review of the SOBC has been undertaken. To understand how the SOBC complies with standard process, the structure has been reviewed against the DfT's *Transport Business Cases* best practice, 2013.

The Strategic Case

The format of the strategic case follows the standard structure. The impact of not changing, internal drivers for change and external drivers for change sections are incorporated into a single section, however this does not present any issue.

There is a significant amount of information regarding the use of the Highway Assignment Model for forecasting that wasn't included within the Traffic Forecasting Report (TFR). However, this seems to be primarily focussed on the combined impact of the HTP and the Southern Link Road (SLR) rather than drawing comparisons between the HTP and a Do Minimum (DM) scenario that includes the SLR.

Network statistics are as per the TFR and confusingly present the results against a DM that doesn't include the SLR.

Whilst a section has been titled ‘constraints’, it refers only to a risk register that contains five risks (table 7.4 of the report). It is expected that a comprehensive understanding of the type, location and scale of physical environmental, planning and engineering delivery risks would be provided at this stage. How different options are impacted by these risks should then be part of the appraisal.

The ‘scheme’ is presented in detail with information as to how its impacts on the network. In providing evidence of how wide the scale of impact will be, a concern over how the geographic scope was defined in the OAR has been answered. As previously mentioned, it is expected that the level of assessment at SOBC would be applied to a range of better performing options but that has not been done in this instance.

The Economic Case

The structure of the Economic Case follows the DfT Business Case guidance.

The way in which the Economic Case has been produced provides a risk of confusion. It isn’t clear which of the Do Minimum (DM) and Do Something (DS1) introduced within the Strategic Case is being referred to as the DM in the Economic Case. Absolute clarity is required that the DM here includes the SLR and is therefore actually DS1 from the Strategic Case. If the SLR is only included within the Do Something, then the assessment should not be claiming benefits for that scheme. It must be noted that the VfM Statement (in Appendix B of the report) suggests the DM includes the SLR, however this should have been made clear throughout the report.

Scheme costs are stated as being assumed to be £153m. It is unclear why this is the case.

The calculation of reliability benefits uses different annualisation factors to the TUBA.

In reviewing this document, a number of other more detailed technical comments relating to traffic modelling were made. Noting that these are issues which could be addressed if the HTP is taken forward, these constitute advice on how the evidence base could be strengthened if it is developed further. In order to aid the flow of the report and to answer the three key questions in the brief for the peer review, these detailed points are provided as Appendix C.

Financial, Commercial and Management Cases

The final three cases contain limited information, which is as to be expected at SOBC stage.

The Financial Case mentions 7 alignments of the bypass. This is the first mention of any alignment options having been generated or appraised. It is unclear why the strategic and economic cases make no mention of these alignments.

The Financial Case alludes to Optimism Bias being included within the scheme cost and set at 32% of the Bill of Quantities. At this stage of a project, the Optimism Bias should be 44% as set out in the Green Book Supplementary Guidance. Whilst mention to mitigation is given, the justification is missing and it appears that the text may have been taken from a different report.

However, it should also be noted Optimism Bias should not be considered within the calculation of scheme costs within a Financial Case (it is used only for the Economic Case as per TAG A1.2). Instead there should be a Quantified Risk Assessment undertaken and a justified monetised value of risk added to the scheme cost.

Conclusion: The SOBC structure for the HTP follows the DfT Transport Business Cases guidance closely. The primary concern with the SOBC is that it only considers one option, the preferred package, that has been taken from the OAR. This limited assessment is not in keeping with the principles of TAP which would suggest that more than one option (including a low-cost option) are considered at SOBC stage and have been assessed in comparative detail. Acknowledging that this is a draft document, should the HTP be progressed, these matters should be looked at again.

4.3.3.2 Environment, climate change and carbon

As with other HTP documents, the key environmental problem identified is air and noise pollution in Hereford City centre. Where sustainable development is discussed, as in Section 2.4, this appears to focus predominantly on the economic and social spheres, with the environmental focus covered separately (and focused on noise and air quality as previously identified). For the key topics covered in the Appraisal Summary Table, increased noise is predicted as a result of the bypass, increased air pollution along the bypass route (although some reduction in air pollution in the city centre), increased greenhouse gas emissions due to the increased travel distance, negative landscape, historic environment and biodiversity effects, and no water environment effects presented (although these may be likely).

Conclusion: Overall, whilst the assessment is in accordance with the guidance at the time, the assessment associated with the predicted rise in greenhouse gas emissions falls short of the government's current Net Zero requirement.

4.3.4 HTP Traffic Forecasting Report

In reviewing this document, a number of detailed technical comments relating to traffic forecasting and modelling were made. In order to aid the flow of the report and to answer the three key questions in the brief for the peer review, the detailed points are provided as Appendix C.

Conclusion: A series of comments have been made in respect of the TFR. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a 'critical friend' approach to what may need to be inspected again in the future.

4.3.5 Hereford Transport Local Modal Validation Report (LMVR)

Although the LMVR is a comprehensive document, with the information providing a clear understanding of the model and its validation results, a number of queries were raised in the

rapid review of the document. As part of the clarification between draft and final peer review reporting, Herefordshire Council and WSP have advised that DfT were in the process of reviewing the LMVR at the time work on the package was paused and hence hadn't reached sign off. As such, it was agreed a more detailed review of the report was not required by the peer review team.

4.3.6 HTP Hereford Bypass Stage 2 Environmental Assessment

This is a comprehensive environmental report which covers a wider range of environmental topics in detail. It is necessarily focused on the western bypass solution “the scheme” and relative merits of various western routes. As such it doesn’t seek to answer the fundamental question whether a bypass is required or not, although there is some commentary on the 2010 report on eastern and western options.

The report is up to date for time of production, and does reference Climate Change Act, however it pre-dates net zero by 2050, net gain or the climate emergency. The assessment applies the then-current Design Manual for Roads and Bridges (DMRB) methodology, however this is now updated.

Adverse environmental effects are identified across numerous topics: Air Quality (both beneficial (city centre) and adverse effects - elsewhere), Noise (‘slight’ adverse according to the methodology), Landscape and Visual (numerous large adverse effects), Heritage (numerous adverse effects due to the footprint and also visual setting), Ecology (habitat loss, veteran trees, loss of connectivity, species), geology/land quality (impacts on Agricultural land, above Source Protection Zones, potential groundwater effects).

In the assessment of the water topic, a 35% increase in flows has been allowed for the predicted effects of climate change. This appears to be sufficient for the date of the assessment, however the further floods in Feb 2020 following Storm Dennis led to the River Wye reaching its highest ever level. Potential impacts identified include the need for stream realignment/ culverting, and some increase in fluvial flood risk. These conclusions may no longer be acceptable given the 2020 floods.

The materials topic is not focused on carbon impacts but more on materials availability, which would have been standard at the time. No carbon assessment is made.

The people and communities topic presents a mixed picture. There are some transport benefits (as would be expected), but numerous adverse effects.

The climate section applies UKCP09 scenarios as it just pre-dated the UKCP18 scenarios.

Conclusion: Since they pre-date these policy and guidance updates, and the latest UKCP18 climate scenarios, unfortunately all this Stage 2 Environmental assessment falls short of current ambition in these areas. Whilst a wide range of topics are assessment, there is insufficient assessment of carbon and climate impacts compared to current requirements (although the assessment was valid at the time). The documents also pre-date the exceptional floods and record-breaking water levels in the River Wye in Feb 2020. Taken this into account and given the policy changes it is likely that the Climate Emergency, Net Zero and Net Gain would now be strategic objectives against which options would need to be assessed and progressed as part of any future work on the package.

4.4 Summary of findings

Table 4.3 provides a summary of the peer review team's conclusions in respect of how the key documents to support the development of the package meet the three aims of the review. They are categorised in line with the RAG criteria explained at the start of this section.

Table 4.3: Summary of findings by document

Document	Conclusion as to whether the document meets the peer review aims
HTP Option Assessment Report (OAR)	The OAR produced for HTP follows the structure and format of the transport appraisal process as set out in TAG, where each of the steps 1-7 are set out in turn and reported within an OAR (Step 8). However, two points remain of concern following this review of the OAR: • Some options were discounted, due to being appraised in different studies, should have been taken through a full process to determine if they had the opportunity to fulfil the objectives of the scheme. If the HTP Strategic Outline Business Case is progressed, we would recommend those discounted options are reconsidered. • The concern with the approach taken to combine the strongest performing interventions, namely the road and active travel measures, at the end of Stage 1 is that it could appear that a preferred package has been settled at this point. It is fully acknowledged that this remaining option needs to be (and is) subject to further appraisal in Stage 2. However, the option assessment process has shown there is an alternative option which could achieve all HTP objectives. Typically, the options which are shown to meet all objectives would be carried forward to further appraisal in Stage 2 "to produce evidence sufficiently robust to support the business case". If the scheme is progressed further, in updating the SOBC, it should be demonstrated that this has been addressed by the scheme promoters.
Hereford Transport Package Strategic Outline Business Case Large Local Majors	The content of these documents are essentially the same as the Strategic Outline Business Case reviewed below and therefore the issues are considered below.
HTP Strategic Outline Business Case (SOBC)	The SOBC for the HTP follows the DfT Transport Business Cases guidance closely. The primary concern with the SOBC is that it only considers one option, the preferred package, that has been taken from the OAR. This limited assessment is not in keeping with the principles of TAP which would suggest that more than one option (including a low-cost option) is considered at SOBC stage and have been assessed in comparative detail.
HTP Traffic Forecasting Report (TFR)	A series of comments have been made in respect of the TFR. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a 'critical friend' approach to what may need to be inspected again in the future.
Hereford Transport Model Local Model Validation Report (LMVR)	As part of the clarification between draft and final peer review reporting, Herefordshire Council and WSP have advised that DfT were in the process of reviewing the LMVR at the time work on the package was paused and hence hadn't reached sign off. As such, it was agreed a more detailed review of the report was not required by the peer review team.
HTP Hereford Bypass Stage 2 Environmental Assessment	Since they pre-date these policy and guidance updates, and the latest UKCP18 climate scenarios, unfortunately all this Stage 2 Environmental assessment falls short of current ambition in these areas. Whilst a wide range of topics are assessment, there is insufficient assessment of carbon and climate impacts compared to current requirements (although the assessment was valid at the time). The documents also pre-date the exceptional floods and record-breaking water levels in the River Wye in Feb 2020. Taken this into account and given the policy changes it is likely that the Climate Emergency, Net Zero and Net Gain would now be strategic objectives against which options would need to be assessed and progressed as part of any future work on the package.

Notes:

- Aim 1 In accordance with TAG
- Aim 2 Sound evidence base
- Aim 3 Decisions sound
- Red = looking backwards – issue which should be clarified
- Green = looking backwards – sound but issue could have been done differently
- Amber = looking forwards – issue to be considered if package progressed further in the future
- Black = not applicable

5 Future requirements

Environmental issues, climate emergency and net zero policy has been considered separately to the individual documents that formed a part of the appraisal review. This section explains the relative overarching policies and how these have changed and adapted throughout the appraisal process. The policies used at the start of the process, albeit correct at the time of the HTP's earlier development, are now out of date.

A fundamental shift in Government policy and ambition in the area of the environment, climate and carbon has occurred since the HTP assessment documents were produced. The United Nation's Paris Agreement called on all countries to engage in climate action to maintain the global average temperature increase below 2°C and aim to limit it to below 1.5°C compared to pre-industrial levels. In 2018, the Intergovernmental Panel on Climate Change (IPCC) Special Report concluded limiting global warming to 1.5°C would require "unprecedented" and "deep emissions reductions in all sectors" and a decrease in global CO2 emissions by about 45% by 2030 compared to 2010, reaching net zero by 2050. Central UK Government declared a Climate Emergency in May 2019, followed in June 2019 with the target for 100% reduction in GHG emissions by 2020 (Net Zero). This materially affects investment decisions, especially in the area of transport infrastructure. Updates to the NPPF in 2018 embedded the principle of environmental "net gain" in relation to new development. Taken together, these provide grounds for challenge to any scheme which does not demonstrably provide environmental benefit and contribute to significant reduction in carbon emissions. The forthcoming Environment Bill is expected to reinforce this trajectory.

Legal challenge to both transport policy and major infrastructure projects has also gathered momentum in recent years, epitomised in the February 2020 Court of Appeal ruling regarding Heathrow's third runway. In this case the court of appeal ruled that ministers did not adequately take into account the government's commitments to tackle the climate crisis. More specifically that at the time that the UK commitment to the Paris Agreement was put into law, the Transport Minister should have instructed the Department for Transport to review the national policy statement on aviation to ensure that it remained a 'legal' policy statement in the context of the UK revised commitments with respect to carbon.

Assessment approaches and guidance are still catching up with policy. It remains possible for schemes to fully meet current assessment criteria and yet fall short of the high standards set by policy. TAG Unit A3 (Environmental Impacts) predominantly dates back to 2015 (although Air Quality sections were updated in 2019) and is not explicitly aligned with the policy of 100% reduction in GHG emissions by 2050, although there is a "strong preference" for Net Gain in regard to biodiversity. The latest DMRB guidance on climate change (LA 114) is from October 2019 and does reference the Net Zero target and take account of current climate change scenarios (UKCP18).

Since they pre-date these policy and guidance updates, and the latest UKCP18 climate scenarios, unfortunately all the HTP documents would now fall short of current ambition in these areas. Whilst issues around Air Quality and Noise are rightly identified, there is insufficient assessment of carbon and climate impacts compared to current requirements (although the assessment was valid at the time). The documents also pre-date the exceptional floods and record-breaking water levels in the River Wye in Feb 2020. These points are not intending to indicate that there was any deficiency in the work undertaken, merely that more recent policy

and guidance would mean that these issues should be considered again if the existing work is taken forward.

Taking this into account and given the policy changes it is likely that the Climate Emergency, Net Zero and Net Gain would now be strategic objectives against which options for HTP (and indeed any highway / transport infrastructure scheme) would need to be assessed and progressed, likely leading to different solutions to those chosen to date.

6 Summary and conclusions

6.1 Preamble

This report provides the findings of the peer review work that has been undertaken on the governance and technical documents used to develop the Hereford Transport Package.

The aims of the peer review are to:

- Establish whether the package has been developed in accordance with the major transport scheme process as laid out in TAG
- Establish whether the package including their major road scheme components (the southern link road in the HTP) are based on a sound evidence base
- Clarify whether the decisions to progress these packages were sound and justified in line with the recommendations of the technical work.

The comments and recommendations made regarding each document is summarised in terms of:

- Looking backwards – issues identified which should be clarified or amended.
- Looking to the future – generally technical issues related to transport modelling and appraisal which may need to be revisited if the package are progressed further in the future. This point also considers environmental, climate change and net zero issues which could lead to a different vision for the package.

The format of the review provides a concise commentary on the document provided, notes any issues identified by the review team and concludes with a summary of each document.

The review also considered responses by the Herefordshire Council team and technical team made to queries raised by the review team.

6.2 Documents reviewed

It is clear that a large volume of information has been produced to support the development of the package. Following an initial rapid review of all supplied documents, the peer review focussed upon the following:

- HTP Option Assessment Report (70024065WSP-XX-XX-RP-TP-00010 Revision 3, December 2018)
- Hereford Transport Package Strategic Outline Business Case Large Local Majors (Strategic Case) (70058524 Draft SOBC v2, June 2019)
- HTP Strategic Outline Business Case (70043845 SOBC-001, July 2018)
- HTP Traffic Forecasting Report (3512983BP -WSP-DEV-001-TFR02, Revision 1, December 2018)
- Hereford Transport Model Local Model Validation Report (70029880-571\1\3, Third Draft, September 2019)

6.3 Classification of review comments

The comments made have been classified in terms of:

- Looking backwards – issues identified which should be clarified or amended. Categorised red where the point made is deemed to be a significant issue, green if the premise is sound

however things could have been covered differently (i.e. a technical recommendation which could be reconsidered).

- Looking to the future – generally technical issues which could be revisited if the packages are progressed further, as well as environmental, climate change and net zero issues which could lead to a different vision for the package. This are all categorised as amber, on the premise that these points would be considered in the future before the package was progressed further.

6.4 Peer review conclusions

A volume of technical work has been reviewed to assess the case for the package. The findings are summarised below.

Document	Conclusion as to whether the document meets the peer review aims
HTP Option Assessment Report	The OAR produced for HTP follows the structure and format of the transport appraisal process as set out in TAG, where each of the steps 1-7 are set out in turn and reported within an OAR (Step 8). However, two points remain of concern following this review of the OAR: • Some options were discounted, due to being appraised in different studies, should have been taken through a full process to determine if they had the opportunity to fulfil the objectives of the scheme. If the HTP Strategic Outline Business Case is progressed, we would recommend those discounted options are reconsidered • The concern with the approach taken to combine the strongest performing interventions, namely the road and active travel measures, at the end of Stage 1 is that it could appear that a preferred package has been settled at this point. It is fully acknowledged that this remaining option needs to be (and is) subject to further appraisal in Stage 2. However, the option assessment process has shown there is an alternative option which could achieve all HTP objectives. Typically, the options which are shown to meet all objectives would be carried forward to further appraisal in Stage 2 “to produce evidence sufficiently robust to support the business case”. If the scheme is progressed further, in updating the SOBC, it should be demonstrated that this has been addressed by the scheme promoters.
Hereford Transport Package Strategic Outline Business Case Large Local Majors	The content of these documents are essentially the same as the Strategic Outline Business Case reviewed below and therefore the issues are considered below.
HTP Strategic Outline Business Case	The SOBC for the HTP follows the DfT Transport Business Cases guidance closely. The primary concern with the SOBC is that it only considers one option, the preferred package, that has been taken from the OAR. This limited assessment is not in keeping with the principles of TAP which would suggest that more than one option (including a low-cost option) is considered at SOBC stage and have been assessed in comparative detail.
HTP Traffic Forecasting Report	A series of comments have been made in respect of the TFR. These are points of clarification which should be considered further by the scheme promoters and technical team in the future if the package is progressed further. This is no way implies the work done is incorrect, it merely is intended to provide a ‘critical friend’ approach to what may need to be inspected again in the future.
Hereford Transport Model Local Model Validation Report	As part of the clarification between draft and final peer review reporting, Herefordshire Council and WSP have advised that DfT were in the process of reviewing the LMVR at the time work on the package was paused and hence hadn't reached sign off. As such, it was agreed a more detailed review of the report was not required by the peer review team.
HTP Hereford Bypass Stage 2 Environmental Assessment	Since they pre-date these policy and guidance updates, and the latest UKCP18 climate scenarios, unfortunately all this Stage 2 Environmental assessment falls short of current ambition in these areas. Whilst a wide range of topics are assessment, there is insufficient assessment of carbon and climate impacts compared to current requirements (although the assessment was valid at the time). The documents also

Document	Conclusion as to whether the document meets the peer review aims
	pre-date the exceptional floods and record-breaking water levels in the River Wye in Feb 2020. Taken this into account and given the policy changes it is likely that the Climate Emergency, Net Zero and Net Gain would now be strategic objectives against which options would need to be assessed and progressed as part of any future work on the package.

Aim 1 of the review is considered to be met. Whilst there remain points of technical detail which may need to be addressed in the future if the package is taken forward, it is clear that the technical work undertaken since 2018 has been prepared in accordance with the DfT Transport Appraisal Process (TAP).

Aim 2 of the review, which is to establish whether the packages including their major road scheme components (the western bypass in the HTP) have been developed with a sound evidence base, is deemed to be met. The history of the package revolves around the infrastructure needs to meet the plans of the Core Strategy. Infrastructure is required to support the development policies contained within this document and the initial HTP proposals have been tested and challenged in an appropriate way through technical studies, modelling and Examination in Public, to enable them to be adopted within the Local Plan. In progressing to a preferred package there are areas which might have been done differently, particularly around alternative options. Given that work undertaken so far in Stage 2 of TAP remains at a draft stage, there is still the opportunity to address the comments raised, should the package be taken forward in the future. Notwithstanding, it is concluded that in general the technical work provides a compliant evidence base for the package.

6.5 Governance and historical development of the package

Whilst a detailed inspection of the fine print of the governance decisions would need to be undertaken by a land use or legal expert rather than the transport professionals who have undertaken the peer review, from the information considered in these documents it does appear that all decisions have been made in accordance with the recommendations of the technical evidence provided to support the Council papers at the time, i.e. the action taken was appropriate in the context of the advice and recommendations provided and the technical information available. There is a logical flow of decisions which recommend the continuation of the package, including where decisions have been called in for further scrutiny and additional information has been provided to justify the associated course of action.

One aspect which is not explicit within any of the decisions is the point at which the schemes split from a single bypass road scheme to two packages which included additional measures and a split of the two road elements. Whilst this is not considered to be a particular flaw in either package, it would be helpful to record this in future scheme timelines if the package is progressed further.

In addition to the council's governance the proposals have been tested and challenged in an appropriate way through technical studies and Examination in Public, to enable them to be adopted within the Local Plan. Since the adoption of the Core Strategy, more recent technical work has been subject to regular public consultation and council scrutiny and there is nothing to indicate that decisions have not been undertaken in accordance with the technical evidence and recommendations which were available at decision points.

Aim 3 of the review is considered to be met.

Appendices

A. Incoming document register

The following is a cohesive list of all the documents that have been reviewed throughout the peer review process:

Initial technical documents:

- September 2009 - Hereford Multi Modal Model Forecast Report (JMP)
- August 2010 – Hereford Relief Road Engineering Assessment (Amey)
- August 2010 – Hereford Relief Road Environmental Assessment (Amey)
- August 2010 - Hereford Relief Road Engineering Sustainable Option Packages (TPi)
- August 2010 – Hereford Relief Road Stage 1 Assessment (Amey)
- September 2010 - Hereford Relief Road Study of Options Report (Amey)
- September 2010 - Draft Preferred Option
- March 2011 - Interim Forecast Report Rev East Route Options (TPi)
- July 2011 - Local Development Framework
- July 2011 – Independent Review of the Hereford Relief Road Studies (PB)
- November 2012 - Interim Forecasting Report Addendum (Amey)
- March 2013 - Draft Core Strategy
- August 2017 - HTP Phase 1 Consultation Report (WSP)
- January 2018 - HTP (Hereford Bypass) Corridor Assessment Framework (WSP)
- June 2018 - HTP Active Travel Measures Report (WSP)
- June 2018 - HTP Equality Impact Assessment (WSP)
- June 2018 - HTP Preferred Route Report (WSP)
- June 2018 - HTP Stage 2 Scheme Assessment Report (WSP)
- July 2018 - HTP Phase 2 Consultation Report (WSP)
- July 2018 - HTP Route Selection Report (WSP)
- July 2018 - HTP Stage 2 Environmental Assessment Report (WSP)
- Business Case (HTP)
- HTP Feasibility Business Case

Additional technical evidence:

- HTP Option Assessment Report
- HTP Strategic Outline Business Case
- HTP SOBC Large Local Majors (Financial Case)
- HTP SOBC Large Local Majors (Commercial Case)
- HTP SOBC Large Local Majors (Management Case)
- HTP SOBC Large Local Majors (Strategic Case)
- Traffic Forecasting Report HTP
- Hereford Transport Demand Model Validation Report
- Hereford Transport Model Local Model Validation Report

Governance Decisions

- 16.09.2010 - Cabinet - Publication of Core Strategy Option paper

- 28.07.2011 - Cabinet - Economic Development Strategy LDF and LTP3
- 19.07.2013 - Council - Core Strategy Approval
- 16.10.2015 - Council - Adoption of Core Strategy
- 20.05.2016 - Council - Adoption of Local Transport Plan
- 16.06.2016 - Cabinet - Approval to Develop the Hereford Relief Road
- 18.01.2018 - Cabinet - HTP Phase 1 consultation feedback and approval of Phase 2 Options consultation
- 18.07.2018 - GSC - HTP General Scrutiny Report Preferred Route
- 27.07.2018 - Cabinet - HTP Preferred Route for Development

B. Summary tracker of comments

MOTT MACDONALD

Project Title Peer Assessment of Hereford and South Wye Transport Packages
Project No. 417997
Document Hereford Transport Package Comments Log
Rev / Date Rev 1 / 17/07/20

Comment ID	Status	Issue Theme	Source report	Specific location (e.g. section,page,para)	Comment	Date	Raised by	Allocated to	Response	Date	Comment_update	Date	Response	Date	Comment_update	Date	Closed date
HTP01	Closed	Technical / future issue to address	HTP Option Assessment Report	Section 2.5	The section would benefit from having an indication of the number of external-external trips through the city centre. Is the data available?	22/6/20	MM										
HTP02	Closed	Technical / future issue to address	HTP Option Assessment Report	Section 2.5	The section would benefit from having details regarding the parking supply and demand within the town. Is the data available?	22/6/20	MM										
HTP03	Closed	Technical / future issue to address	HTP Option Assessment Report	Section 4.2	Tables on pages 156, 157, 158 state planned growth cannot be accommodated onto the network without intervention. This is contrary to the contents of Appendix 5 of the Local Plan. Suggestion that the text is amended to explain growth over and above that tested (c5000 dwellings) cannot be accommodated.	22/6/20	MM										
HTP04	Closed	Technical / future issue to address	HTP Option Assessment Report	Section 6	Quantified justification of area of impact needed (noted this is present in the SOBC)	22/6/20	MM										
HTP05	Closed	Options sifting	HTP Option Assessment Report	Table 28	What is the justification for the A49 HOV lane being a public transport instead of a highway scheme? What is the comparison of volume of buses to volume of multiple occupancy car/vans?	22/6/20	MM	WSP	The HOV lane is described in Table 28 as ".... permitting only vehicles with 2 or more occupants, including buses, ...". It could have been categorised as either part of the' Public Transport Options' or 'Road Options'.	8/7/20	Closed	9/7/20					9/7/20
HTP06	Closed	Options sifting	HTP Option Assessment Report	Section 8.5	13 options have been put through the initial scoring exercise only to be discounted due to them being looked as part of other studies rather than their ability to contribute to objectives or to be delivered. Why were they assessed at all if this was the known outcome? Should some or all of these 13 options be delivered in separate studies would there still be a need to progress with the preferred package? Should some or all of these 13 discounted schemes be included as part of the active travel, park & ride, or low cost packages in the second stage of assessments, would the end result be the same?	22/6/20	MM	WSP	Point 1 - in accordance with WebTAG (Step 5), we were keen to develop a long list of options which refelcted the full range of options available to HC . It was only during this process that several of the options were considered to be not feasbile, outside the remit of HC, or assigned to another HC package or funding stream. Point 2 - this is a theoretical question as we did not know, and still do not know, whether some or all of the options will be delivered in Hereford and, if they are, the scale of that intervention. Point 3 - we do not know. However, this is unlikely as, given they were being developed in separate ways, they would need to be in both the DM and DS.	8/7/20	Closed	9/7/20					9/7/20
HTP07	Open	Options sifting	HTP Option Assessment Report	Appendix F Value for Money - Impact on Society table 'Physical Activity' (page 312 of pdf report)	Concern that the scoring is subjective rather than quantifiable on this key point. For the impact on physical activity the road package scores "moderate adverse" as the bypass makes it easier for people to travel by car. For the impact on physical activity the active travel package scores "slight beneficial". There will be an increase in trips but this is limited as traffic still high on key routes. For the preferred package the score is "moderate beneficial" i.e. higher than the active travel package. What evidence is there for the swing in modal shift that would be required for this combined score?	22/6/20	MM	WSP	This is explained by the commentary under the Preferred Package column, namely: "Potential for more successful active travel measures when implemented in conjunction with the proposed bypass as this would reduce traffic levels on key urban corridors in Hereford."	8/7/20	Can data be provided on the actual impact of the packaged active travel measures with road as opposed to the individual assessment on mode share (i.e by combining the active travel element with the road is there model data that shows increased active travel use to back up the change from slight beneficial when considered as atrn only and moderate beneficial when packaged with the road)	9/7/20	There is model data which shows that the bypass would reduce traffic flows on key corridors within Hereford. This is the basis by which the report states that there is 'potential' for more successful active travel measures with a bypass being constructed, and this is what led to the 'moderate beneficial' entry. At this point in the process, we did not have modelling information to evidence this.	15/7/20			9/7/20
HTP08	Closed	Options sifting	HTP Option Assessment Report	Appendix F Strategic Fit table (page 305 of pdf) and Value for Money - Impact on Society table 'Physical Activity' (page 312 of pdf report)	Road package is assessed as having "no contribution" to Objective 5 Encouraging Healthy Lifestyles in one table but a "moderate adverse" impact on physical activity in another table. Can that discrepancy be justified?	22/6/20	MM	WSP	They are referring to different aspects. Objective 5 specifically refers to "walk and cycle from new developents to key attractors". The VfM table refers to city-wide activity.	8/7/20	Closed	9/7/20					9/7/20
HTP09	Closed	Options scoring	HTP Option Assessment Report	Appendix F Strategic Fit table (page 305 of pdf) and Value for Money - Impact on Environment table (page 309 of pdf report)	The preferred package scores slight adverse on noise, and moderate beneficial on air quality in the Impact on Environment table but is judged to have a moderate beneficial impact overall when scored against Objective 6 Air Quality and Noise. Can that discrepancy be justified?	22/6/20	MM	WSP	This is incorrect. The Preferred Package is shown as having a "positive contribution" to Objective 6, and a Large Beneficial Imapct overall (ie across all eight objectives). This is not inconsistent with the individual scores for noise and air quality.	8/7/20	Closed	9/7/20					9/7/20
HTP10	Open	Options sifting	HTP Option Assessment Report	Section 9	The assessment selects one preferred package. TAG Transport Appraisal Process indicates that the output of an OAR is the selection of the best performing options including a low cost option with the intention that those options are tested in detail at SOBC stage. What justification is there as to why that guidance has not been followed and all other option packages (even those that will potentially contribute to all objectives e.g. P&R+Active Travel) rejected for detailed appraisal?	22/6/20	MM	WSP	Section 9 of the OAR details a low cost alternative and presents a detailed assessment of how it performs against the other options. The assessment shows that other package combinations (eg P&R + Ative Travel) are inferior to the Preferred Package. We have not carried out the Stage 2 assessment to which the OAR refers, and did not agree which other options were to be assessed in this greater level of detail. This would need to be considered further if the work was restarted.	8/7/20	The response to the point on park and ride indicates that the ATM and park and ride was inferior to the preferred package. Can data be provided that quantifies this inferiority?	9/7/20	The inferior nature of the Park and Ride package is described over nine pages in Table 37 in the OAR. This covers many different areas, as explained in the table. There is no simple data which can be provided to substantiate such a wide range of topics.	15/7/20			9/7/20
HTP11	Closed	Technical / future issue to address	Traffic Forecasting Report HTP	Section 4.6	growth in HGVs is taken from Road Traffic Forecast 2015 (RTF15) which is substantially different to the current version Road Traffic Forecast 2018 (RTF18). Rates of growth for Other Good Vehicles (OGVs) in RTF18 are dramatically reduced from the values in the 2015 data. Will this be updated in future releases?	22/6/20	MM										
HTP12	Closed	Technical / future issue to address	Traffic Forecasting Report HTP	Section 5.1.12	it is not clear where, or how, the adjustment of traffic signals in future years was done. To be even handed it would be important to ensure that any optimisation of signals was undertaken for both the 'do minimum' (DM) and 'do something' (DS) to avoid unduly influencing the subsequent appraisal. Can clarification or explanation be provided?	22/6/20	MM										
HTP13	Closed	Technical / future issue to address	Traffic Forecasting Report HTP	Section 6.2.4	Growth in Goods Vehicle (GV) trips should be taken from either the National Transport Model (NTM) or the RTF. The National Road Traffic Forecast (NRTF) was discontinued and replaced with RTF15 and subsequently RTF18. Can this be clarified or corrected?	22/6/20	MM										
HTP14	Closed	Technical / future issue to address	Traffic Forecasting Report HTP	Section 6.6	Generalised costs are from the July 2017 TAG Databook where goods vehicle values of time have not been adjusted. The value of time for Other Goods Vehicle 1 (OGV1) and Other Goods Vehicle 2 (OGV2) is based on the driver's value of time and does not take account of the influence of owners on the routeing of these vehicles. TAG Unit M3.1 paragraph 2.8.8 indicates that consideration should be given to doubling this value. Can justification be provided as to why that hasn't been considered?	22/6/20	MM										
HTP15	Closed	Technical / future issue to address	Traffic Forecasting Report HTP	Section 7	Forecast model convergence is not presented in this section. Consider inclusion for later iterations.	22/6/20	MM										
HTP16	Closed	Technical / future issue to address	Traffic Forecasting Report HTP	Section 8	The Network statistics are confusingly presented for three scenarios, including a DM scenario that doesn't include the SLR. Two DS scenarios are presented despite "DS1" presumably being the true Do Minimum in this case. This is inconsistent with the description of the DM provided in section 5 and makes subsequent comparisons difficult as there are no direct comparisons presented in the tables between DS1 (the actual DM) and DS2 (the actual DS). Consider revising the report to make this clearer.	22/6/20	MM										
HTP17	Closed	Technical / future issue to address	Traffic Forecasting Report HTP	Section 9	First and only mention of how traffic flows have changed in the forecasts. Having detail on this would the impacts considerably easier to understand. Consider revising the report to make this clearer.	22/6/20	MM										
HTP18	Closed	Option sifting and assessment	HTP Strategic Outline Business Case	General comment	Many of the issues with the HTP Options Assessment Report are repeated throughout the SOBC. Of key importance are issues HTP06 to HTP10 of this spreadsheet.	22/6/20	MM	WSP	Dealt with above.	8/7/20	Closed	9/7/20					9/7/20

HTP19	Closed	Technical / future issue to address	HTP Strategic Outline Business Case	Section 2	There is a significant amount of information regarding the use of the Highway Assignment Model for forecasting that wasn't included within the Traffic Forecasting Report (TFR). However, this seems to be primarily focussed on the combined impact of the HTP and the Southern Link Road (SLR) rather than drawing comparisons between the HTP and a Do Minimum (DM) scenario that includes the SLR. Will this information be transferred to the TFR? Consider revising future revisions of the SOBC to make the comparison between the DM (including SWTP) and DS clearer.	22/6/20	MM											
HTP20	Closed	Technical / future issue to address	HTP Strategic Outline Business Case	Section 2.5.6	Whilst a section has been titled 'constraints', it refers only to a risk register that contains five risks (table 7.4 of the report). It is expected that a comprehensive understanding of the type, location and scale of physical environmental, planning and engineering delivery risks would be provided at this stage. How different options are impacted by these risks should then be part of the appraisal. Further revisions should consider revising this section.	22/6/20	MM											
HTP21	Closed	Technical / future issue to address	HTP Strategic Outline Business Case	Section 3	The way in which the Economic Case has been produced provides a significant risk of confusion. It isn't at all clear from the section, which of the DM and DS1 introduced within the Strategic Case is being referred to as the DM in the Economic Case. Absolute clarity is required that the DM here includes the SLR and is therefore actually DS1 from the Strategic Case. If the SLR is only included within the Do Something, then the assessment is falsely claiming benefits for that scheme. It must be noted that the VfM Statement (in Appendix B of the report) suggests the DM includes the SLR, however this should have been made clear throughout the report. Consider revising the economic case to make DM and DS easily understood and comparable.	22/6/20	MM											
HTP22	Closed	Technical / future issue to address	HTP Strategic Outline Business Case	Section 3	it is stated that TUBA version 1.9.9 has been used for the assessment. This version was superseded in March 2018 by v1.9.10 which should have been enough time to rerun the TUBA for a July 2018 report. Was a TUBA run using 1.9.10 undertaken then or subsequently and combined with RTF18 and updated WebTag databook values what impact has this had?	22/6/20	MM											
HTP23	Closed	Technical / future issue to address	HTP Strategic Outline Business Case	Section 3.4	The TUBA assessment has been undertaken using data from 2026, 2032, 2041 and 2051. Why was the 2035 forecase year not included?	22/6/20	MM											
HTP24	Closed	Technical / future issue to address	HTP Strategic Outline Business Case	Section 3.4	The annualisation factors are very different from those used in the assessment of the South Wye Transport Package. The AM model is only being used for a single hour, with far greater reliance on the IP model. The annualisation factors in Table 53 of the SOBC don't tally with the associated commentary and don't reflect the lack of reliance on the AM peak – either the table, the text or both are incorrect. Can clarification or justification on these points be provided?	22/6/20	MM											
HTP25	Closed	Technical / future issue to address	HTP Strategic Outline Business Case	Table 61	It is noted that Table 61 Model Convergence refers to relative gap which is associated with variable demand modelling, however the TFR suggests that VDM was not applied. Could this be confirmed?	22/6/20	MM											
HTP26	Closed	Technical / future issue to address	HTP Strategic Outline Business Case	Section 3.5	The calculation of reliability benefits uses different annualisation factors to the TUBA. Clarrification or justification required.	22/6/20	MM											
HTP27	Closed	Technical / future issue to address	HTP Strategic Outline Business Case	Section 4.1.1	The Financial Case mentions 7 alignments of the bypass. This is the first mention of any alignment options having been generated or appraised. It is unclear why the strategic and economic cases make no mention of these alignments	22/6/20	MM											
HTP28	Closed	Technical / future issue to address	HTP Strategic Outline Business Case	Section 4.1.1	The Financial Case alludes to Optimism Bias being included within the scheme cost and set at 32% of the Bill of Quantities. At this stage of a project, the Optimism Bias should be 44% as set out in the Green Book Supplementary Guidance. Whilst mention to mitigation is given, the justification is missing and it appears that the text may have been taken from a different report. Clariification or justification is required.	22/6/20	MM											
HTP29	Closed	Technical / future issue to address	HTP Strategic Outline Business Case	Section 4.1.1	It should also be noted Optimism Bias should not be considered within the calculation of scheme costs within a Financial Case (it is used only for the Economic Case as per TAG A1.2). Instead there should be a Quantified Risk Assessment undertaken and a justified monetised value of risk added to the scheme cost. What is the justification for using a reduced OB rather than a QRA for the financial case?	22/6/20	MM											
HTP&SW1	Closed	Technical / future issue to address	Hereford Transport Demand Model Validation Report	General comment	*** Applies to HTP and SWTP *** No detailed review of this document has taken place since WSP indicated in May 2020 that 'essentially, all items and queries had been responded to by correspondence with an agreement to produce a final version of the LMVR made in June 2019'. However, the DfT correspondence attached to the Note does not confirm that the DfT has reviewed and accepted the model, it merely confirms dialogue has taken place. This either requires further information to be provided or HC to confirm that this document does not require reviewing to close this out.	22/6/20	MM											

C. Detailed modelling comments

MOTT MACDONALD

Appendix C

As part of the peer review a number of detailed comments have been made in respect of transport modelling and forecasting. They are not intended to imply a fundamental issue with the work, these are points which the review team feels may need to be reviewed by Herefordshire Council's technical team / consultants if the package is progressed further in the future.

HTP Strategic Outline Business Case (SOBC)

Economic Case

In section 3.4 it is stated that TUBA version 1.9.9 has been used for the assessment. This version was superseded in March 2018 by v1.9.10 which should have been enough time to rerun the TUBA for a July 2018 report.

The TUBA assessment has been undertaken using data from 2026, 2032, 2041 and 2051. This raises a question as to why wasn't 2035 also included if this was available (as detailed in the TFR)?

The annualisation factors are very different from those used in the assessment of the South Wye Transport Package. The AM model is only being used for a single hour, with far greater reliance on the IP model. The annualisation factors in Table 53 of the SOBC don't tally with the associated commentary and don't reflect the lack of reliance on the AM peak – either the table, the text or both are incorrect.

The annualised trip totals in Table 54 show that the AM model is only accounting for a small proportion (9%) of trips in the assessment (compared with around 27% for the PM peak and around 64% for the IP).

It is noted that Table 61 Model Convergence refers to relative gap which is associated with variable demand modelling, however the TFR suggests that VDM was not applied. Could this be confirmed?

Sectorised benefits (Table 64) appear to be reasonably symmetrical (especially compared to the SWTP equivalent). General patterns of benefits appear sensible by purpose, time period and year.

HTP Traffic Forecasting Report

The following inconsistencies have been identified in the HTP Traffic Forecasting Report (TFR).

Need for Variable Demand Modelling (VDM)

In section 3.2, it is noted that variable demand modelling has not been applied for the forecasting undertaken in support of the "SOBC-Lite" to date but that this will be included in the ongoing work as the scheme progresses.

Future year scenarios

In section 4.1.2, six modelled years have been considered, including the SLR Design Year 2035. However, in the Southern Link Road (SLR) forecasting (described in SWTP Traffic Forecasting Report v3 - Feb 2019.pdf) the year 2035 is not modelled, with the SLR Design Year aligning with the Hereford Bypass. Additionally, paragraph 4.4.4 refers to a table not included within the report.

Growth in freight traffic

In section 4.6 growth in HGVs is taken from Road Traffic Forecast 2015 (RTF15) which is substantially different to the current version Road Traffic Forecast 2018 (RTF18). Rates of growth for Other Good Vehicles (OGVs) in RTF18 are dramatically reduced from the values in the 2015 data.

Committed highway schemes

Within section 5.1.2, four committed highway schemes have been identified and include the SLR. These mirror the schemes included in the SLR forecasts except for the Hereford Northern Urban Expansion, which is omitted. An infrastructure uncertainty log is not provided.

Traffic signals

In section 5.1.12, it is not clear where, or how, the adjustment of traffic signals in future years was done. To be even handed it would be important to ensure that any optimisation of signals was undertaken for both the 'do minimum' (DM) and 'do something' (DS) to avoid unduly influencing the subsequent appraisal.

Future year trip ends and development zones

In section 6.2.4 growth in Goods Vehicle (GV) trips should be taken from either the National Transport Model (NTM) or the RTF. The National Road Traffic Forecast (NRTF) was discontinued and replaced with RTF15 and subsequently RTF18. This may be a typing error.

Reference case matrix totals

In section 6.5 levels of GV growth are from RTF15 and are significantly higher than the current forecasts in RTF18. Also, given that the forecasts are based on a fixed trip assignment it is not clear that Transport Appraisal Guidance (TAG) guidance (Unit M4 7.4.1) has been followed with respect to fuel cost and income growth factors.

Generalised cost parameters

The generalised costs in section 6.6 are from the July 2017 TAG Databook where goods vehicle values of time have not been adjusted. The value of time for Other Goods Vehicle 1 (OGV1) and Other Goods Vehicle 2 (OGV2) is based on the driver's value of time and does not take account of the influence of owners on the routeing of these vehicles. TAG Unit M3.1 paragraph 2.8.8 indicates that consideration should be given to doubling this value.

Model convergence

Chapter 7 does not cover forecast model convergence at all which is a significant omission. The section appears to be a summary of the calibration and validation results from the Local Model Validation Report (LMVR) along with a tabulation of base model convergence statistics, information that is largely repeated from chapter 2 where previous work is summarised.

Network statistics

The Network statistics in chapter 8 are confusingly presented for three scenarios, including a DM scenario that doesn't include the SLR. Two DS scenarios are presented despite "DS1" presumably being the true Do Minimum in this case. This is inconsistent with the description of the DM provided in section 5 and makes subsequent comparisons difficult as there are no direct comparisons presented in the tables between DS1 (the actual DM) and DS2 (the actual DS).

Summary and conclusions

Chapter 9 provides the first and only brief mention of forecast traffic flows within the report.

This detailed review of the HTP Traffic Forecasting Report has resulted in the above detailed queries and questions and has raised general queries about the report.

The HTP Forecasting Report is generally quite scant on detail and omits major sections that would be required in order to provide confidence that the forecasts have been undertaken appropriately. Where results have been provided these have confusingly been presented against a Do Minimum scenario that doesn't include the SLR.

Substantial elements of the report that are not provided include sections detailing:

- Forecast model convergence
- Diagrammatic presentation of forecast flows for the DM and DS scenarios
- Commentary on key changes in flow DS vs DM (including a tabulation of flows on key links)
- Commentary on key changes in delay DS vs DM
- Summary of journey times on key corridors DS vs DM
- Flow difference plots
- Select link analyses DS vs DM to show routing of trips using the bypass and other key routes.

Herefordshire Council

Appendix E: Recommendations from the General Scrutiny Committee, 9 November 2020

Recommendation A:

More detailed studies are undertaken on the benefits and dis-benefits of traffic light management in more locations in Hereford.

Response
Whilst the removal of traffic signals along the A49 was looked at and discarded by the review due to negative impacts on pedestrians and cyclists, traffic light management would form an element of the Intelligent Transport Systems option (page 53 of the review) which is included in Package C.

If cabinet is minded to support this recommendation this would be additional work which the cabinet could ask officers to consider and set out the resource requirements to progress.

Recommendation B:

That as a result of this review, the committee recommends that the cabinet consider 'weighting of the preferred outcomes' to help determine the preferred package to take forward.

Response
The review has specifically chosen not to weight the 4 objectives or 16 outcomes which underpin these objectives. This provides a comparative view of performance for all of the six packages. Cabinet may choose to assign its own strategic priorities in respect of objectives and outcomes and reference these priorities in determining its preferred package.

If cabinet wished for weightings to be applied to the package assessments it could ask for this as a further step to the review. Cabinet would need to confirm its preferred weightings or instruct that alternative weightings are assessed. If cabinet wished to progress this work it would need to defer its decision on the preferred packages and this would extend the review.

Recommendation C:

Support is given to promoting more 'park and choose' options in combination with more investment in to public transport options and cycle routes to reduce demand for car journeys into or through the city centre with a particular focus given to the limited transport options currently experienced by Herefordshire's rural communities.

> That the executive set up a transport team as a matter of priority to implement the planning of cycling and walking, and that the road schemes are reconfigured to accommodate walking and cycling safely within the city.

Response
The recommendation is noted. Package A includes investment in park and choose options (identified as mobility hubs at page 51 of the review) and cycle routes (Page 45) and Package A+B includes significant investment in public transport options within the Hereford's urban area and urban fringe (options set out at pages 45, 46, 47 and 49 of the review) and these will support longer distance travel needs. Cabinet will be able to select this combination of package options noting the support indicated by committee.

Whilst this review has focused on transport issues in Hereford in line with the scope set out in the cabinet member decision of January 2020 it is appreciated that it would be helpful to review

transport challenges and solutions countywide. The cabinet report sets out the original intention to review the Local Transport Plan within 5 years of its adoption which would be by 2021. It is also important to note that the core strategy update is due to comment in the next few months. As such, the intention would be to undertake a wider review of transport strategy for the whole county over the coming year.

Cabinet may ask officers to consider the approach to designing and delivering transport schemes and report back on options and funding implications for different approaches.

Recommendation D:

The cabinet follow up on the suggestion for a 'River-Bus Service' in ongoing refinement and review of the Hereford transport package options.

Response
Whilst this proposal was not considered in the review or suggested by members or stakeholders during the engagement stages of the review cabinet could include this option in its preferred package combination and instruct that this is considered further in the context of package development work. The cost of undertaking this work would need to be confirmed and set out in a subsequent report to the cabinet member.

Recommendation E:

Consideration is given to a wider, more in depth study, on the transport options that address countywide transport challenges and solutions, not just in Hereford City.

Response
Whilst this review has focused on transport issues in Hereford in line with the scope set out in the cabinet member decision of January 2020 it is appreciated that it would be helpful to review transport challenges and solutions countywide. The cabinet report sets out the original intention to review the Local Transport Plan within 5 years of its adoption which would be by 2021. It is also important to note that the core strategy update is due to comment in the next few months. As such, the intention would be to undertake a wider review of transport strategy for the whole county over the coming year.

Recommendations F:

The cabinet should not feel constrained by having to consider just the package of options that has been presented to them as part of this review.

Response
The recommendation to cabinet sets out that cabinet may consider the packages as assessed in the review or combination of package options.

Recommendation G:

The committee considers that further analysis is undertaken to assess further the mitigation measures of traffic utilising an eastern crossing before the dis-benefits of an eastern crossing rule it out as an option.

Response
Cabinet may choose to agree a package which includes an eastern river crossing noting that 2 eastern river crossing options have been assessed within the 6 packages. If cabinet considers that further technical work is required to understand the impacts and potential mitigations of these elements (or any other transport elements) it could ask officers ask officers to consider and set out the resource requirements for any additional technical work.

Recommendation H:

School travel and transport is given greater priority and that more work is done to undertake survey work with schools and parents to gain a better understanding to what the barriers to uptake of school transport are.

Response

Whilst an assessment of the barriers to uptake of different modes of travel to school (other than by car) was not part of this review and the review did not undertake fresh and comprehensive surveys of travel to school for county schools. This is additional work which the cabinet could ask officers to consider and set out the resource requirements to progress.

Recommendation I:

That carbon offsetting is looked at in relation to offsetting on major infrastructure projects.

Response
Carbon offsetting is being considered in the work being undertaken on the carbon management plan – Pathway to Carbon Neutral. The Plan indicates that offsetting is likely to follow in the 5 years following the current management plan and between 2025 and 2030.

Recommendation J:

The impact of assessing routes over other river crossings, in particular, the Bridge Sollars crossing, is built into the analysis of options and packages under review.

Response
Cabinet is invited to consider whether or not it wishes to instruct that further work is done to understand wider traffic movements through the county and outside of the Hereford transport network in the context further development of a preferred package. This is additional work which the cabinet could ask officers to consider and set out the resource requirements to progress.

Recommendation K:

That the executive abandon the Western Bypass and reject other major road infrastructure schemes, barring only the eastern river crossing option.

Response
The recommendations for cabinet include the option to stop work on the western bypass and southern link road and the western bypass as also include in package A+C+D. Two of the package options include eastern river crossings and cabinet may determine to progress either of these

options. Any decision which would result in a significant change to current adopted policy and strategy may require the need for consideration by full council.

Recommendation L:

The executive take a look again to the robustness of the qualitative assessment of the evidence presented.

Response
If cabinet wished to look again at the robustness of the qualitative assessment this would extend the review and would require it to defer any decision.

Cabinet have been briefed on the review at various stages of its development and also requested the engagement of a critical friend in the form of an independent transport consultant to review the draft report and inform final reporting. The critical friend has confirmed that in their view the details of the assessment have been done at a level appropriate to the stage of work, noting that further detailed work would be required. The review includes both qualitative assessment and assessment which is based on modelled outputs. The qualitative assessment was undertaken by transport planners with experience of strategy development and scheme delivery across a range of transport interventions and work was subject to discussion and challenge with council officers, stakeholders and members through the engagement sessions.

Recommendation M:

Herefordshire Council to immediately implement a well-designed comprehensive safe and attractive network of active travel measures across the entire county to reduce the effect of climate change and the risk of surface flooding.

Response
This aligns with policy and the types of measures identified in Package A. A number of active travel measures are being progressed which will include improvements for pedestrians, cyclists, bus and rail users and we are continuing to deliver the choose how you move behavioural change programme countywide. Clearly, more of these measures could be introduced more quickly if additional funding is available and it is anticipated that there will be further opportunities to bid for external funds over the coming months as government provides more details following its publication of ‘Decarbonising Transport’ and ‘Gear Change’ earlier in 2020.

Herefordshire Council

Appendix F: Political Groups Consultation

Hereford Transport Strategy Review
Cabinet Meeting 3 December 2020

Consultation Response 1

Cllr J Kenyon

I would support A, C plus E. Eastern bridge to Ledbury road.
I cannot support an Eastern bridge that stops at Hampton park road as the impact in my ward of Tupsley would be horrendous with rat runs and heavy vehicles using a cut through to the bridge also pinch points at Eign road would just move traffic to a standstill at times.
Going the other way Mordiford Bridge would become even busier it struggles at times already.
If the Eastern city bridge is to work you need to be able to get it over to the Ledbury road all the land between Hampton park road and Ledbury road is in the ownership of one farmer who is prepared to work with the council so we can achieve this link.

Response
Cabinet has regard to Cllr Kenyon's preference for Package A+C+E and the reasons outlined for this preference in its consideration of a preferred package.

Consultation Response 2

Cllr J Hardwick, Group Leader of Herefordshire Independents

Herefordshire Independents prefer option 5; A C & E. It is absolutely necessary to include an Eastern Bridge with the road running between Rotherwas EZ and the Ledbury to Hereford Road A 438.

Response
Cabinet has regard to the Herefordshire Independents Political Group preference for Package A+C+E in its consideration of a preferred package.

Appendix G: Schedule of amendments/corrections to the Hereford Transport Strategy Review Technical Report considered by General Scrutiny Committee 9 November 2020.

Page and text to be updated	New text
P11 – Transport and travel as an intrinsic element of the economy	'and' should be removed and 'brings' should be 'bringing'
P11 – Unequal accessibility to services (last sentence)	Spare should be sparse
P17 – How transport is funded	Capital C for Council in 3rd paragraph
P17 - Commentary on capital grant funding	'has' should be 'have' in 2nd to last sentence
P17 - Commentary on capital grant funding	'are' is missing after there in last sentence
P17 – Commentary on Developer contributions	Capital S for Section 106 agreements in 3rd sentence
P17 – Commentary on Developer contributions	Capital S for Section 278 in last sentence
P17 – Commentary on parking revenue	Capital C for council in 2nd to last sentence
P29 – Digital connectivity and reducing the need to travel	Box needs rearranging after first paragraph
P56 - Option 15a Capital costs	Capital costs update to £155m
P45 – What does the option propose?	Text should be revised to say 'entering into a legal agreement with appropriate public transport provider(s)' rather than Yeomans Canyon Travel

Page and text to be updated	New text
P67 – Option 2 Revenue Costs	Update from £100-200k to £200k-1m
P67 – Option 3 Revenue Costs	Update from £0 or generates revenue to up to £100k
P67 – Option 4 Revenue Costs	Update from over £1m to £200k-1m
P67 – Option 6 Revenue Costs	Update from £0 or generates revenue to up to £100k
P67 – Option 11 Revenue Costs	Update from £0 or generates revenue to up to £100k
P67 – Option 13 Revenue Costs	Update from £0 or generates revenue to up to £100k
P67 – Option 14 Revenue Costs	Update from up to £100k to up to £200k

Page and text to be updated	New text	Reasoning
P102 – Capital costs and annual maintenance costs	Capital costs - £45m Maintenance - £0.225m pa	Appendix B was not updated as the project progressed. For consistency with Chapter 5 the capital and maintenance costs are updated in Appendix B.
P103 – Annual maintenance costs	Maintenance - £0.025m pa	
P104 – Capital costs and annual maintenance costs	Capital costs - £0 Maintenance - £1m pa	
P105 – Capital costs and annual maintenance costs	Capital costs - £8.5m Maintenance - £2.5m pa	
P106 – Annual maintenance costs	Maintenance - £0.05m pa	
P107 – Capital costs and annual maintenance costs	Capital costs - >£100m Maintenance - £1m pa	
P108 – Capital costs and annual maintenance costs	Capital costs - £0 Maintenance - £0.05m pa	
P109 – Capital costs and annual maintenance costs	Capital costs - £0.1m Maintenance -£0.1m	
P110 – Capital costs and annual maintenance costs	Capital costs - £7m Maintenance -£0.035m pa	
P111 – Capital costs and annual maintenance costs	Capital costs - £0m Maintenance - £0.5m pa	
P112 – Capital costs and annual maintenance costs	Capital costs - £4m Maintenance - £0.08m pa	
P113 – Annual maintenance costs	Remove maintenance costs	
P114 – Annual maintenance costs	Maintenance - £0.108m pa	
P115 – Annual maintenance costs	Maintenance - £0.1m pa	
P116 – Annual maintenance costs	Maintenance - £0.1m pa	
P117 – Annual maintenance costs	Maintenance - £0.06m pa	
P118 – Capital costs and annual maintenance costs	Capital costs - £42m Maintenance - £0.04m pa	

Page and text to be updated	New text
Appendix A – List of Stakeholder Reference Panel Members	Update to list the following: • Department for Transport • Highways England • Homes England • Midlands Connect • Marches Local Enterprise Partnership • City Council • Transport for Wales • Yeomans Travel • Freight Transport Association • Sustrans • Rail and bus for Herefordshire • Herefordshire Transport Forum/Transport Alliance

	• Herefordshire and Worcestershire Chamber of Commerce • Herefordshire Business Board • Hereford BID • Hereford Enterprise Zone • West Mercia Police • Royal National College for the Blind • Herefordshire Disability United • Here for Hereford • Hereford Civic Society • Natural England • Extinction rebellion • Herefordshire and Ludlow College • Hereford Sixth Form College