

## CHAPTER 4 : DELIVERY

### Summary

Chapter 3 generated, from the context and strategies described in the previous chapter, six transport objectives. From these, it analysed a series of key strategic choices for the delivery of the second Local Transport Plan, and so set the overall approach for selecting a programme for this Plan.

Before moving to selecting a programme, which Chapter 5 does, it is necessary to look at the delivery mechanisms which could be used in the programme of transport and related solutions.

Chapter 4 therefore examines the ethos of our delivery programme, how we plan to ensure best value, to take into account environmental and health impacts and to involve our key partners in implementing transport and accessibility solutions.

### Delivery Ethos

- 1 Our delivery approach is predicated on achieving best value-for-money through the implementation of a programme of the most effective transport measures identified using an analytical tool called multi-criteria analysis (described in detail in chapter 5) and delivered through a procurement strategy that promotes efficiency by securing economies of scale, and helps to embed equality and sustainability in service delivery.

### Partnership in Delivery

- 2 We are committed to continuing our tradition of working in partnership with others to achieve common goals. As demonstrated in this document, we have made considerable efforts to involve others. For example, in terms of transport delivery we are:
  - delivering accessibility planning, not just corporately across the Council, but collaboratively with all sectors and stakeholders in Darlington through Darlington Partnership. An Accessibility Partnership is being formed as an integral part of the Themed Groups which are at the core of the LSP's structure, as described in Chapter 2;

- working particularly closely with the health sector, both in improving accessibility to health services and in promoting the health benefits of different travel choices. Senior health staff have taken leading roles in the Travel Summit to formulate this plan and in the Reference Group for Town on the Move. Transport staff have been integral to service planning strategy work and accessibility planning done by all local health trusts. Similar links with the education sector are also straightforward both through the LSP and direct with the Council's own Education Department;
- using planning policies and powers to ensure that new development is in sustainable locations which offer travel choice, and are designed in such a way as to make that travel choice a reality, with travel plans an integral part of all relevant developments. Delivering joined-up land-use and transport planning is relatively easy for Darlington because both are deliberately within the same Division, led by a single Assistant Director;
- identifying improvements to travel options for people with disabilities with Darlington Association on Disability;
- building on the good partnership working that exists with all local bus operators, which is being formalised into a Quality Bus Partnership;
- working with Sustrans on the development of Darlington's cycle network, the Department for Transport funded Links to Schools programme and the National 'Bike it' initiative funding through the Association of Cycle Traders;
- working with Living Streets on improving the 'liveability' of Darlington's streets, particularly around the town and district centres;
- working with a wide range of public and private sector partners to deliver accessibility improvements and smarter choices initiatives. For example travel plans, promotional events and the introduction of an emission free courier service;
- working with the Highways Agency and the North East Assembly to analyse the issues surrounding the application of requirements of the Tees Valley Vision to A66(T) around Darlington. Phase 2 of this Study was completed in 2005, and has recommended improvements including part dualling of the road in order to release the necessary capacity in the local transport network to achieve the required levels of economic development, at the Airport and east Darlington as well as at Teesport. The issues involved have been recognized by making this scheme a priority in the Regional Spatial Strategy;

- also working with the Highways Agency on the Darlington Eastern Transport Corridor, which is now ready for implementation subject to funding being secured. Ministers have indicated that they would be prepared to re-consider the funding of this scheme in early summer 2005, and the full documentation for approval prior to tendering has been completed accordingly. The scheme formed an integral part of the A66(T) Study base case, and we consider it to be a vital precursor to the delivery of this solution to the transport needs of the Tees Valley Vision. (Should funding approval not be given in 2005, we are submitting the scheme as part of this Plan for consideration in the transport settlement for 2006 onwards - **Annex 4**);
- working with the local freight industry on realizing a solution to the needs of freight operators serving Teesport and the sub-region. Addressing the key issues of road safety, economic needs and nuisance (noise etc.), an initial feasibility study has reported back earlier this year. Its findings concluded that the majority of HGVs in the sub-region were large (40/44 tons), reflecting the importance of Teesport and the chemical industry, and that lorry parking charges were the single most important issue. The Study recommends investigating the potential of a new site in east Darlington, as well as working with the owners of the existing Barton site on the A1(M), just to the south of Darlington. More detailed plans will be brought forward for consideration for funding during 2005. This complements the provision for freight and warehousing being made at Faverdale near the A1(M); and
- using the Council's Transport Forum, which includes all transport stakeholders, to consult regularly on the implementation of the Strategy. Related consultation groups, such as the Cycle Forum, the Taxi Forum and the Access Forum ensure that the needs, views and expertise of particular interest groups are taken into account and that those stakeholders can be part of delivery of the strategy.

### Darlington – A 'Leading Edge' Authority

- 3 The Council is building on its 'Excellent' status, so that it is better able to deliver enhanced outcomes within the Community Strategy. The 'Leading Edge' programme is being developed, focused on achieving more efficient services, increased value for money, effective procurement and excellent service performance. This programme takes account of the requirements coming out of the Gershon Review and is built around 10 projects that will identify ways of re-engineering and delivering services and using assets to achieve excellence and efficiency.

- 4 The Term Contracts for highway construction and maintenance and winter maintenance are due for renewal during 2005/06, and all appropriate forms of procurement will be examined to identify the most cost-effective way of replacing the current arrangements. The Transport Service is also part of an innovative new procurement initiative, introduced in January 2005, embracing all the Council's development and environment services, to provide enhanced professional support through four medium-term framework partnerships with private sector consultants. Bringing benefits of additional workload capacity, reduced contract administration, partnership and cross fertilization of ideas; the initiative reflects the recommendations of the Egan report and the experiences of other local authorities. For example, the experiences of Stockton-on-Tees Borough Council who are a 'Beacon Council' in these matters were examined, including use of their 'toolkit', so that the lessons learnt there could be applied in Darlington.

## Asset Management

- 5 Making better use of our transport assets is a key theme within our **Transport Asset Management Plan**. This document sets out how we will deliver our duties and responsibilities under the Traffic Management Act 2004, to maximise the use of our local transport network. The approach we have adopted is:
- to employ a Traffic Manager to co-ordinate all interventions in the local transport network with a mandate to facilitate the outcomes of the Community Strategy, as well a tactical day to day management role; and
  - working with neighbouring Traffic Managers through the North of England Traffic Manager Group, as well as others such as the Police to achieve a regional perspective.
- 6 This particularly connects with one of the four new key principles for Local Transport Plans set by Government to identify best value for money.
- 7 The Asset Management Plan sets out our traffic management duties and those relating to physical infrastructure in two ways:
- at a strategic level showing how these duties contribute to the 'big

picture'; and

- as a tool for achieving whole life management of our assets.
- 8 We are developing the Plan using the best practice guide 'Framework for Transport Asset Management' published by the County Surveyors' Society and are compiling our inventory of transport assets via the use of the Insight pavement management system developed by Symology. This computerized system gives us the ability to:
- prioritise work proactively according to condition through 'budget optimization' techniques,
  - relate improvements to the asset register, and thus
  - monitor our delivery performance against targets.
- 9 As part of our corporate delivery to achieve 'Leading Edge' status, and thus be in a position to deliver the vision of the Community Strategy, we are starting a feasibility study into the benefits of procuring term contracts for highway maintenance in partnership with neighbouring local authorities, since we perceive these to be potentially able to deliver better value-for-money for both Government and local people. We will report on the outcome of these investigations in subsequent Annual Progress Reports to the Local Transport Plan.
- 10 Further detail on our Transport Asset Management Plan is contained in **Annex 11**.

### Monitoring Delivery

- 11 In order to better meet the delivery requirements for transport investment through the Local Transport Plan and other strategies, a new **programme control system (Annex 14)** has been introduced along with a rationalisation of responsibilities between service areas. It is intended that this new system will be further developed as required throughout the life of the Second Local Transport Plan to ensure the delivery of schemes on time, within the allocated budget, and achieving the planned outputs and outcomes. There are 4 main themes to this new system:

- Project Management;
  - Financial Control;
  - Performance Analysis; and
  - Performance Review.
- 12 The themes are integrated to ensure that, at all stages of a project, the responsible officers have a clear understanding of the costs involved; actual, committed and budgeted. In addition, the officers will have a clear understanding of the corporate objectives that are being met by the project and how the project is going to achieve them.
- 13 The multi-criteria analysis (MCA) tool, (described in chapter 5) will be used to help assess the cost benefits of all proposed schemes and initiatives. This technique is designed to ensure that, from the outset, those schemes that are implemented offer the best combination of value and contribution to required outcomes. Corporate priorities are considered as an integral part of this analysis, to reflect the role of transport investment in contributing to the achievement of other strategies.
- 14 The programme control system will be able to provide information to the wider Council process to provide Annual Efficiency Statements to Government, under the directions given in the Gershon report.
- 15 It is proposed to make annual statements to the Council's Cabinet detailing delivery to date and future spending plans, in a similar manner to those submitted during the First Local Transport Plan.

### Further Consultation

- 16 Consultation on the issues of concern and the direction that Darlington's Transport Strategy and Second Local Transport Plan should take has been undertaken with a wide range of stakeholders, partners, international experts, local people and representatives from local organisations. As outlined in Chapter 2, a broad consensus of opinion was found; and this result has been corroborated with the results of the Travel Behaviour Research undertaken for Darlington: A Town on the Move.
- 17 Further consultation was then carried out on the proposed strategy and draft Plan, through the Council's Transport Forum, with stakeholders,

other partners and the public. Darlington's Transport Forum (which contains relevant transport stakeholders) considered the strategy behind the 2LTP in June and July 2005, resulting in Members supported the approach taken. Comments made by Members highlighted accessibility for all (including those with sensory or physical impairment), traffic congestion and pedestrian facilities as some of the main issues. Forum Members also highlighted issues surrounding motorcycle use, access to health facilities and speed of traffic – all elements covered in this Plan's proposals. The Council's Environment Scrutiny Committee then considered these comments and the draft Plan in detail before recommending the Plan for consideration by Council.

- 18 Further consultation on the detail of each scheme or initiative will take place as measures are brought forward for implementation. A consistent consultation methodology is being written and built into policy briefs given to designers of each scheme.
- 19 In addition, it is proposed to carry out annual travel behaviour research to assess the impact of what has been delivered and to gauge public opinion on transport issues of the day. This research will be linked to the current ongoing delivery of the individualised travel marketing initiative, which in itself, already has generated responses to specific schemes and to the wider policy issues that underlie them. Responses obtained in this manner have already influenced the development of this Plan in terms of the emphasis placed on sustainable modes of transport.

### **Strategic Environmental Assessment (SEA)**

- 20 We are conscious of the need to ensure that the environmental impacts of all schemes delivered through this Plan have been considered as an integral part of the thought process. To this end, we are developing an Environmental Assessment procedure to evaluate the impact of our Transport Strategy and the Local Transport Plan. This is being used in the development of the Second Local Transport Plan and a full report will be appended to the full Plan in March 2006. We have taken legal advice on the required actions and timescales necessary to meet our obligations under the European Community directive.
- 21 An interim document (**Annex 7**) has been produced which has achieved the following:

- Develops SEA objectives alongside LTP2 objectives,
- Identify data sources for baseline and ongoing monitoring,
- Specifies indicators to ensure that only relevant information is collected,
- Set trends to be monitored to ensure that environmental objectives are achieved.

We plan to collect the data sets throughout the lifespan of the SEA process.

22 The next stage of the SEA process is to produce a full Environmental Report, monitoring the indicators proposed in the objectives table (**Annex 7**). This process will include:

- Developing and testing a range of options against the objectives,
- Offering an appropriate means of monitoring the objectives contained in the table, and
- Developing a structure for the ongoing monitoring of the impact of LTP2 policies.

23 These actions are broken down into the following specific tasks:

*Task 1: Establishing Strategic, Sub and Plan Objectives*

23.1 The first task is a review of all strategic, sub and plan objectives, in discussion with relevant Officers. Once completed, this element of the assessment will form the backbone of the framework matrix.

*Task 2: Data Gathering*

23.2 This task involves gathering all relevant transport and traffic information to form a sound baseline position to allow testing of objectives contained within LTP2. In many instances this will be quantitative information (such as traffic flow changes), but may also include qualitative evidence. Due to time constraints, we are using established information to prepare the baseline position, including the analysis of feedback from LTP2 consultations to help



inform the development of plan objectives for LTP2.

*Task 3: Evaluating options developed from consultation*

- 23.3 Having prepared a sound baseline position, it is important to identify different options from the objectives identified in Task 1. This task involves reviewing potential indicators, baseline and possible trend data, to form a matrix (or matrices). Using this approach allows a transparent, understandable framework to be prepared, so that interested parties will be able to understand the thought process behind the option testing.

**Task 4: Monitoring implementation**

- 23.4 This final task involves the production of a Process Paper to give a robust approach to sustainability appraisal and SEA.
- 24 There is also the need to ensure that a structure is in place that will allow monitoring of progress of the objectives in a structured and clearly defined way. This monitoring should assess progress against the baseline position established in Task 2, and the main options identified in Task 3.
- 25 This work on the SEA for this Plan is being done jointly with the Sustainability Appraisal and Strategic Environmental Assessment of the Council's emerging Local Development Framework Core Strategy, to ensure that there is consistency to policy development and appraisal across land-use and transport planning.

## Health Impacts

- 26 Initial steps are being taken by the Council and Primary Care Trust to trial a Health Impact Assessment in 2005/06 of this provisional Plan, with the intention of rolling the process out to other policies such as the Accessibility Strategy.

## Summary

27 To form the context for selecting a programme, this Chapter has demonstrated the opportunities arising from the Council's delivery ethos and mechanisms:

- **achieving best value-for-money through innovative procurement and systematic analysis of programmes;**
- **making the most of our long-established and effective array of partnership working;**
- **monitoring and programme control;**
- **continual consultation on scheme delivery as well as on strategies and programmes;**
- **taking into account environmental and health impacts.**